



USAID/COLOMBIA LAND FOR PROSPERITY ACTIVITY

ANNUAL PERFORMANCE PROGRESS REPORT (SEPTEMBER 2019-SEPTEMBER 2020)

October 2020

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech for USAID's Land for Prosperity Activity.

This publication was produced for review by the United States Agency for International Development by Tetra Tech, through USAID Contract No. 72051419F00015, USAID's Land for Prosperity Activity under the Strengthening Tenure and Resource Rights II (STARR II) Indefinite Deliverables, Indefinite Quantity Contract No. 72051418D00003.

This report was prepared by:

Tetra Tech
159 Bank Street, Suite 300
Burlington, Vermont 05401 USA
Telephone: (802) 495-0282
Fax: (802) 658-4247
Email: international.development@tetrattech.com

Principal Contacts:

Adriana Vélez, Chief of Party

Cristina Álvarez, Project Manager

Cover photo: Cacao production is one of the value chains prioritized by the Land for Prosperity Activity to foster rural development. In the photo, a cacao producer selects beans as they go through a drying process.

All photos are the property of USAID unless otherwise specified.

USAID/COLOMBIA LAND FOR PROSPERITY ACTIVITY

ANNUAL PERFORMANCE PROGRESS REPORT
(SEPTEMBER 2019-SEPTEMBER 2020)

OCTOBER 2020

DISCLAIMER

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of Tetra Tech and do not necessarily reflect the views of USAID or the United States government.

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	ii
EXECUTIVE SUMMARY.....	4
1.0 INTRODUCTION AND BACKGROUND	7
2.0 PROJECT ACTIVITIES	8
2.1 COMPONENT 1: ADVANCE MASSIVE LAND TITLING IN RURAL AREAS ALONG WITH CONTINUED RESTITUTION SUPPORT (MASS FORMALIZATION).....	8
2.2 COMPONENT 2: STRENGTHEN LOCAL CAPACITY TO MAINTAIN FORMALIZED LAND TRANSACTIONS (LOCAL AND GOVERNANCE)	11
2.3 COMPONENT 3: STRENGTHEN LAND GOVERNANCE AND ECONOMIC DEVELOPMENT THROUGH STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS (PUBLIC-PRIVATE PARTNERSHIPS)	13
2.4 REGIONAL ACTIVITIES.....	16
2.5 SYNERGIES AND COORDINATION	18
2.6 GUIDING PRINCIPLES.....	18
2.7 GRANTS AND SUBCONTRACTS	21
3.0 ACTIVITY-SPECIFIC PERFORMANCE INDICATORS.....	24
3.1 MONITORING AND EVALUATION	24
4.0 CROSSCUTTING ACTIVITIES	25
4.1 STATUS OF THE IMPLEMENTATION OF THE GENDER STRATEGY; COLLABORATING, LEARNING AND ADAPTING PLAN; AND COMMUNICATIONS AND OUTREACH PLAN.....	25
4.2 LIST OF SERVICES/DELIVERABLES COMPLETED IN FY2020.....	27
4.3 DESCRIPTION OF ANY SHORT-TERM CONSULTANTS' PROGRESS AND OBSERVATIONS, IDENTIFICATION OF ANY SIGNIFICANT ISSUES, AND A DESCRIPTION OF THE FOLLOW-ON INTERVENTIONS	28
4.4 STATUS OF BUDGET EXPENDITURES, ANALYSIS OF ANY COST OVERRUNS OR HIGH COST UNITS, AVAILABLE FUNDING FOR THE REMAINDER OF THE ACTIVITY AND ANY VARIANCES FROM PLANNED EXPENDITURES	29
4.5 IDENTIFICATION OF PROBLEMS, DELAYS, OR ADVERSE CONDITIONS THAT IMPAIR THE ABILITY TO MEET THE OBJECTIVES OF THE AWARD, INCLUDING A STATEMENT OF THE ACTION TAKEN OR CONTEMPLATED, AND ANY ASSISTANCE NEEDED TO RESOLVE THE SITUATION.....	29
4.6 LIST OF MAJOR INTERVENTIONS PLANNED FOR THE NEXT YEAR	30
4.7 LIST OF INDICATORS WITH TARGETS FOR THE NEXT YEAR (AS RELEVANT).....	30
4.8 STATUS OF IMPLEMENTING IEE CONDITIONS.....	30
ANNEXES.....	32
ANNEX A: ACTIVITY-SPECIFIC PERFORMANCE INDICATORS	32
ANNEX B: ANALYSIS OF INDICATOR PERFORMANCE	36
ANNEX C: PENDING DELIVERABLES AND APPROVED AND PENDING ACTIVITIES.....	3653
ANNEX D: ENVIRONMENTAL APPROVALS.....	561
ANNEX E: COVID-19	66
ANNEX F: ACTIVITY BRIEF	67
ANNEX G: SUCCESS STORY	69
ANNEX H: MEDIA HIGHLIGHTS.....	71
ANNEX I: ACTIVITY STAFF.....	74

ACRONYMS AND ABBREVIATIONS

AMEL	Activity Monitoring, Evaluation, and Learning
AND	<i>Agencia Nacional Digital</i> (National Digital Agency)
ANT	<i>Agencia Nacional de Tierras</i> (National Land Agency)
APS	Annual Program Statement
ART	<i>Agencia de Renovación del Territorio</i> (Agency for Territorial Renovation)
BEA	Bureau Environmental Advisor
BPM	<i>Barrido Predial Masivo</i> (Massive Property Sweep)
CAR	<i>Corporación Autónoma Regional</i> (Regional Environmental Authority)
CarSucre	<i>Corporación Autónoma Regional de Sucre</i> (Sucre Regional Environmental Authority)
CDLO	Community Development Licit Opportunities (USAID/Colombia program)
CLA	Collaborating, Learning and Adapting
COVID-19	Novel Coronavirus of 2019
CTP	<i>Consejo Territorial de Planeación</i> (Territorial Planning Council)
DANE	<i>Departamento Administrativo Nacional de Estadística</i> (National Administrative Department of Statistics)
DNP	<i>Departamento Nacional de Planeación</i> (National Planning Department)
E3	USAID Bureau for Economic Growth, Education, and Environment
EDP	<i>Entidades de derecho público</i> (Public Sector Entities)
FARC	Revolutionary Armed Forces of Colombia
FFP	Firm Fixed Price Contract/Subcontract
FIP	Fundación Ideas para la Paz
FNA	<i>Fondo Nacional Agrario</i> (National Agrarian Fund)
FUT	<i>Formulario Unico Territorial</i> (Territorial Form)
GESI	Gender Equality and Social Inclusion
GLA	Global Land Alliance
GOC	Government of Colombia
GVP	Gender and Vulnerable Populations
ICT	Information and Communications Technologies
IEE	Initial Environmental Evaluation
IGAC	<i>Instituto Geográfico Agustín Codazzi</i> (Agustin Codazzi Geographic Institute)
LFP	Land for Prosperity Activity
LIS	Land Information System
LOA	Life of Activity
LRDP	Land and Rural Development Program
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MEO	Mission Environmental Officer
MLO	Municipal Land Office
MOU	Memorandum of Understanding

NGA	National Geospatial-Intelligence Agency
ORIP	<i>Oficina de Registro de Instrumentos Públicos</i> (Registration Office for Public Records)
PDET	<i>Planes de Desarrollo con Enfoque Territorial</i> (Territorial Economic Development Plan)
PES	Payment for Ecosystem Services
PIRS	Performance Indicator Reference Sheet
POSPR	<i>Plan de Ordenamiento Social de la Propiedad Rural</i> (Participatory Rural Land Use Management Plan)
POT	<i>Plan de Ordenamiento Territorial</i> (Land Use Plan)
PPP	Public-Private Partnership
REA	Regional Environmental Advisor
RFP	Request for Proposals
SAT	Land Administration System
SGR	General Royalties System
SIMCI	<i>Sistema Integrado de Monitoreo de Cultivos Ilícitos</i> (Integrated Illicit Crops Monitoring System)
SNR	Superintendence of Notaries and Registers
STARR	Strengthening Tenure and Resource Rights
UAF	<i>Unidad Agrícola Familiar</i> (Agricultural Family Unit)
UNODC	United Nations Office for Drugs and Crime
UPRA	<i>Unidad de Planificación Rural Agropecuaria</i> (Rural Agricultural Planning Unit)
URT	<i>Unidad de Restitución de Tierras</i> (Land Restitution Unit)
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

The Land for Prosperity Activity (hereafter “the Activity”) supports USAID/Colombia on the twin objectives of contributing to peace and stability and expanding licit livelihood options while incentivizing illicit crop substitution. The Activity will sustainably improve conditions of conflict-affected rural households through the framework of technical components, guiding principles, and enablers.¹

The Activity adopted lessons learned and best practices from its predecessor, USAID’s Land and Rural Development Program (LRDP), including the first parcel sweep methodology used to implement massive land formalization in Ovejas (Sucre). These lessons and practices set the foundation for the Activity’s approach to targeting new regions and accounting for unique security, cultural, and contextual issues.

KEY ACCOMPLISHMENTS

Highlights from the Land for Prosperity Activity’s first year of implementation include the following:



The Activity delivered 491 titles in Ovejas with USAID’s assistance. In its first year of implementation, the Activity, with USAID’s support, carried out massive formalization efforts that led to the delivery of 491 titles in Ovejas, Sucre. Although the COVID-19 pandemic halted or delayed most activities that involve travel, the Activity team and partners were able to build off the formalization efforts of previous USAID-funded activities under LRDP. There are approximately 1,200 ongoing formalization cases. However, the National Land Agency (ANT) estimates that as many as 833 titles will be ready by January 2021. Of these 1,200, approximately 200 are use contract cases already signed by beneficiaries and are in the final stages of delivery. Additionally, the Activity initiated the massive formalization pilot in Ataco, Tolima and started developing Participatory Rural Land Use Management Plans (POSPRs) in Fuentedeoro, Meta and Carmen de Bolívar, Bolívar.



Workshops facilitate knowledge transfer between two municipal land offices. While working to create and strengthen municipal land offices (MLOs) in target territories, the Activity found that most municipal governments are not aware of their authority and lack expertise to manage and communicate land issues to communities and land-related entities. Therefore, when municipalities request information or start land formalization processes that require national agencies’ concurrence (for instance for titling rural schools), they face confusion, reprocessing, and delays that make the formalization processes more cumbersome than needed to be..



*Workshop in Planadas (Tolima).
Hall Auditorium*

To help resolve this issue in Fuentedeoro and Ovejas, the Activity held workshops with the former mayors of both municipalities; legal, cadastral, and social specialists who participated in the establishment of their municipality’s MLO; municipal government officials from 10 municipalities—Ovejas and other where parcel sweep will take place—; and partners *Fundación Ideas para la Paz* (FIP) and Global Land Alliance (GLA). These partners bring local and international expertise that provide ideas on how to best support formalization processes at the local level. The participants, numbering 256, shared their experiences, lessons learned, and best practices for reducing inefficiency and improving land services in MLOs and municipal governments, to service their communities better.

¹ As stated in the Activity’s Work Plan, enablers are “credible, scalable, customizable, and sustainable models that help the Government of Colombia to strengthen state presence in underattended regions, combat illicit economies, and support rural transformation.”



How to push ahead safely during a global pandemic. While the COVID-19 situation in Colombia remains critical, the Activity team has made significant achievements while taking firm steps to protect themselves and mitigate the risk of contagion. The Activity quickly formed health and safety working groups, and the COVID-19 working group developed a robust plan to protect the safety of staff while advancing implementation.

As a result, the Activity team achieved a great degree of progress toward its objectives while ensuring the safety of its staff and partners. The Activity has taken advantage of online platforms such as Microsoft Teams to continue holding trainings and workshops for MLOs, municipal government officials, and partners; and conducting virtual meetings with stakeholders and counterparts. This enabled the Activity to advance in creating and strengthening six MLOs, which will be launched in October 2020. The remaining four where parcel sweeps will be executed, will be created during the second fiscal year, together with six additional ones in the Activity's geography.



US\$19.6 million is slated for investment in territorial development plans.

Throughout its first year, the Activity worked hard to promote the use of development plans in each of its target regions. In total, the Activity supported 36 territorial entities in formulating their plans, which included strategies for land and rural development, and investing a total of US\$19.6 million² in multi-year investment plans. The team received an explicit commitment from local and departmental governments to territorial development based on land tenure and economic development.



Information technology spurs coordination and collaboration in the land sector.

Today, the strategic use of information and communications technology is crucial for organizations and entities working in the land sector. When operating land-related projects, implementers and government entities must be able to share information and monitor the results of formalization, registration, and cadastral efforts. Information and communications technology (ICT) tools facilitate the operational, technical, and functional collaboration required to carry out these processes.

In the first year of implementation, the Activity used ICT tools to contribute to the availability and interoperability of registration data to support future collaboration with the Land Administration System (SAT), being proposed and designed by the National Planning Department (DNP). Similarly, the Activity coordinated with the National Digital Agency (AND), Swiss Cooperation, and the Multipurpose Cadaster Technological Roundtable on the use of the National Interoperability Platform. This platform will publish and centralize the data information exchange services to automatically supply land sector agencies with the information required for updating and registering cadasters.

The Activity is redesigning the local land information systems that were first implemented by USAID's LRDP. Based on interviews with past and prospective users, new modules for land administration, PPPs, and Projects' Banks are being improved to enhance their usability and sustainability.

CHALLENGES



The COVID-19 Pandemic. As is the case for many programs around the world, the outbreak of the COVID-19 virus and measures to limit its spread have affected Activity operations. Travel and gathering restrictions, office closures, and quarantine orders have resulted in an operational slow-down throughout the third and fourth quarters of the first year of the Activity. For more information on the effects of the COVID-19 pandemic and the mitigation measures the Activity has taken, please see Section 4.5 and Annex D.

² COP \$55,042,484,413 or US\$19,658,030, at COP \$2,800 per USD \$1.

The Activity has incorporated these challenges into the work planning process to ensure all activities can adapt to a remote setting and advance despite these restrictions. Some of these strategies include conducting virtual meetings with stakeholders and counterparts, frequent online meetings with USAID, and virtual site visits with staff to move implementation forward, while prioritizing the health and safety of staff.



Regional Security. Security conditions in rural Colombia have deteriorated significantly in the past months, including the Activity's target regions. Social unrest, violence, and massacres in Bajo Cauca, Tumaco and Catatumbo, as well as threats to social leaders in Montes de María are some of the recent alerts the Activity highlighted both to USAID and the Government of Colombia (GOC) as important challenges for field implementation moving forward. The Activity is working with partner FIP on its citizen security strategy and assuring buy-in and leadership from the national government to ensure safe implementation conditions to protect both staff and communities.



Demining. The presence of land mines in key regions such as Bajo Cauca, Tumaco and Catatumbo has been a concern since the Activity's inception. Meetings with high-level government officials in coordination with USAID have raised the importance of prioritizing municipalities such as Cáceres for both humanitarian and military demining efforts. However, these dialogues have not yet resulted in concrete actions, so a delay in the timeline projected for the massive formalization pilot in this municipality is probable.

I.0 INTRODUCTION AND BACKGROUND

The Land for Prosperity Activity (“the Activity”), a five-year cost-plus-fixed-fee completion task order under the Strengthening Tenure and Resource Rights (STARR) II Indefinite Delivery/Indefinite Quantity contract, commenced implementation in September 2019, following up on accomplishments of USAID’s Land and Rural Development Program (LRDP), which ended the same month.

After four years of intense negotiations in Havana, Cuba, the Government of Colombia (GOC) and the Revolutionary Armed Forces of Colombia (FARC) signed a peace accord in the final months of 2016 to end more than 50 years of civil war. Central to the agreement's commitments is strengthening land tenure security and rural livelihoods. This is the basis of the US government’s (USG)—through the Activity—continued collaboration with the GOC to facilitate land restitution, strengthen smallholder land rights, and mobilize the provision of public goods and services in historically neglected rural areas. The Activity is predicated on the fundamental idea that improved access to land improves rural households' livelihood and bases its implementation on two pillars: (1) contributing to the implementation of the 2016 Peace Accords, and (2) facilitating the reduction of illicit crops. The Activity has three integrated objectives:

1. Advance massive land titling in rural areas along with continued land restitution support.
2. Strengthen local capacity to maintain formalized land transactions.
3. Strengthen land governance and economic development through strategic public-private partnerships (PPPs).

The Activity relies on the following guiding principles to achieve its results:

- Empowering women, youth, conflict victims, Afro-Colombians, Indigenous Populations, and other historically marginalized persons;
- Identifying and managing environmental and climate risks;
- Coordinating across the GOC, donor programs, communities, and the private sector;
- Engaging USAID and GOC partners in high-level strategic discussions;
- Transferring knowledge, skills, abilities, and best practices for self-reliant scaling of results;
- Using locally informed strategies to enhance citizen security, including the safety of staff, partners, and beneficiaries; and
- Using evidence from the regions to drive pragmatic policy reforms that streamline and simplify administrative norms and procedures.

2.0 PROJECT ACTIVITIES

2.1 COMPONENT I: ADVANCE MASSIVE LAND TITLING IN RURAL AREAS ALONG WITH CONTINUED RESTITUTION SUPPORT (MASS FORMALIZATION)

Component I comprises the following tasks: undertaking Participatory Rural Land Use Management Plans (POSPR); implementing formalization pilots while supporting land restitution; facilitating private sector involvement; promoting inclusion, awareness, and empowerment; and adapting pilot approaches for illicit crop substitution and other contextual features.

Despite the difficulties and challenges posed by the pandemic crisis, the Activity has begun to formulate the POSPR in El Carmen de Bolívar and Fuentedeoro, and implement the parcel sweep in Ataco. These startups required arduous efforts to coordinate with the ANT and IGAC on procedures, products, and a technological systems to be used in the field, adapted to specific contexts such as a high presence of ethnic groups, illicit crops, and environmental restrictions.

Undertake participatory rural land use

management plans. Throughout the first year of implementation, the Activity worked closely with the National Land Agency (ANT) to begin undertaking parcel sweeps. Earlier in the year, the Activity developed the POSPR operative manual, and during the fourth quarter the Activity supported the ANT to produce a guide for formalization cases that were not covered by the Law-Decree 902, such as use contracts and the National Agrarian Fund (FNA). ANT and Activity have also reached an agreement on the best way to adapt the sweep methodology to areas with illicit crops. An important clarification on these processes is that this work will serve as input for the field data collection tool, which the Activity is supporting.

Given the need for a management tool to visualize the risks associated with implementing land policy at the national level, the Activity proposed the development of a matrix preliminary classifying 92 risks in the following categories: contractual and financial risks, security, compliance with schedules, and coordination between actors, among others. Eight working groups were gathered to validate this matrix, comprising specialists and technical teams from the National Planning Department (DNP), ANT, Agustín Codazzi Geographical Institute (IGAC), and Superintendence of Notaries and Registry (SNR).

To monitor the initiatives and interventions proposed within the framework of the Land Policy and to increase transparency in monitoring results, the Activity is structuring a control panel and a governance scheme to generate reports in the land information system (LIS) to support the DNP. These will include early warning mechanisms in the operational phases to ensure achievement of goals, and to inform the Presidency on key challenges during implementation. The Activity designed 58 indicators to measure multipurpose cadaster and registry, land formalization, and local capacity strengthening. These are organized into strategic, intermediate, and operational indicators, through the development of technical tables with the actors involved in the reporting and implementation processes. Additionally, the Activity is making progress in developing an informational reporting tool to create dashboards to keep the GOC, territorial entities, and interested communities up to date on the implementation process. The team is also in discussions with the ANT about a special control panel to carry out operational monitoring of the parcel sweeps. This tool will track, not only USAID's supported interventions but the entire GOC operation on cadaster and POSPR, and will constitute a key tool for monitoring the implementation of the national land policy.

Implement formalization pilots. Throughout the first year of implementation, the Activity advanced mass formalization to deliver 491 land titles in Ovejas, Sucre. Of the approximately 1,200 ongoing cases, the ANT calculated that 833 will be ready by January 2021. These include about 200 cases of use







contract parcels that have been signed by beneficiaries and are currently going through the formal numbering process, for later notification and final delivery.

Additionally, the Activity supported the ANT in analyzing 50 extensive FNA parcels and developing a guide on how to approach different types of cases. With the support of professionals provided to the Sucre Regional Environmental Authority (CarSucre), the Activity was able to analyze 226 cases of *baldíos* (state-owned lands). The informational analysis and field visits have already been concluded. Based on this delimitation, the ANT may resume the formalization processes and make a final decision.

Lastly, the Activity's support to the ANT in developing a standardized, scalable, and interoperable field data collection tool continued throughout the fourth quarter. The ANT has requested four more professionals to reinforce the support team, estimating that in three months the tool can be finished and ready for field use.




Facilitate private sector involvement. Engaging and coordinating private actors is one of the Activity's major objectives. With the support of partner Suvo, the Activity strategically targeted private sector actors who could be interested in formalization. Through a mapping and selection process, the Activity originally identified over 200 companies in target regions; and then prioritized eight initial agreements (see Table 1; one has already been signed with CafiSur in Tolima). These were ranked the highest because of their deep commitment to formalization processes, the scalability of the effort, should pilot programs show successful, and their key role in local development processes as buyers, employers, service providers and revenue-generating operations.

Table 1 - C1.3. Facilitate private sector involvement

REGION	MUNICIPALITIES	PARTNERS	STRATEGY	PLOTS
Southern Tolima	Ortega and San Antonio	CafiSur	Coffee PPP 	397
Montes de María	Tolúviejo	Surtigas Foundation	Yam PPP 	100
Meta	Puerto López	Ecopetrol ³	National Agrarian Fund (FNA) Subdivisions 	250
	12 municipalities	Socodevi ⁴	Cacao PPP 	1000
Bajo Cauca	10 municipalities	Proantioquia	PDET (schools, health centers) 	534
Catatumbo		Cenit	PDET schools 	472

³ Even though Ecopetrol's main investor is the Colombian government, it behaves as a State industrial and commercial company, and therefore operates under the profit-making logic for the private sector, but also incorporates social responsibility principles. We expect that working with this key oil and gas company will open door to motivate others in the sector to invest in land formalization.

⁴ Socodevi is a non-profit organization based in Canada that, among other projects and funders, implements development programs for the Canadian International Development Agency.

	Convención, El Carmen, Teorama, El Tarra and Tibú		Cacao PPP		1551
Cauca	Corinto, Miranda and Caldono	Fedecafé	Coffee PPP		1000
Tumaco	Tumaco	Cenit	Cacao PPP		202
TOTAL					5504

The Activity is implementing a communications strategy for private sector stakeholders including presentations, and a promotional video; and studying financial mechanisms that allow private sector investment, particularly to convince private investors to support rural formalization. The DNP strongly supports LFP's proposal for an open data pilot project to all national entities involved in formalization to reduce the associated costs. The results of this work will be available in the next quarter and will guide the private sector strategy. Finally, the roadmap for interactions with the private sector has been described in a handbook that will guide interactions with these key stakeholders, once Suyo's support concludes. This handbook will be presented to USAID's Private Sector Engagement group as a support tool for their own engagement with private companies.

Adapt pilot approaches for illicit crop substitution and other contextual features. The Activity's target regions include some of the most complex territories in Colombia, with challenges ranging from high insecurity, illicit crops, and distinct ethnic group and environmental considerations. These areas require special consideration and adapted methodologies to ensure parcel sweeps meet contextual needs and differences. The methodologies use locally informed strategies for the security of staff, partners, and beneficiaries, and gather evidence from territories to drive pragmatic policy reforms, as per the guiding principles.

Illicit crop cultivation. The Activity made progress with the ANT in the adoption of a methodology for parcel sweeps in areas with illicit crops and defined the related variables for data collection in the field information system. USAID and the Activity are currently analyzing mechanisms available for financing the monitoring and verification phase for illicit crop presence during the formalization process, as agreed with the ANT for Tumaco, Sardinata, and Cáceres. ANT requested support in the implementation of the methodology for Santander de Quilichao. The Activity is analyzing such request as the methodology was planned exclusively for coca crops and adaptation to other illicit crops might be needed.

Indigenous and ethnic communities. While the government's approach to sweeps in regions with Indigenous communities remains somewhat undefined, the DNP does have an approach for consulting with Indigenous and Afro-Colombian communities on the scope and methodology of the multipurpose cadaster. Regarding massive formalization, the Activity agreed with the ANT that the initial steps and delivery of information to these communities will be led by the GOC in the field. All implementers will use specific language to communicate about activities in these regions, prioritizing community participation. The Activity is also providing support to the ANT to make information on ethnic groups more readily accessible, primarily by indexing and digitizing files such as the pre-listings of the 10 property sweeps.

Environmental considerations. The Activity joined the ANT's technical working groups to define environmental guidelines for the property sweep. In parallel, the Activity has developed guidelines and

recommendations included in the field operating manuals that include: limits to land formalization in areas of environmental constraints, alternative—land-use rights—mechanisms for formalization in buffer zones surrounding protected areas, conservation agreements in sensitive areas, among others .

2.2 COMPONENT 2: STRENGTHEN LOCAL CAPACITY TO MAINTAIN FORMALIZED LAND TRANSACTIONS (LOCAL LAND GOVERNANCE)

Land for Prosperity supported the development of 26 Municipal and three Departmental Development Plans, which included at least one goal, indicator, or activity associated with the titling and reorganization of urban fiscal assets.

Component 2 contributes to the sustainability of the Activity's efforts as it builds and strengthens the capacity of the GOC and local governments to maintain formality in land market transactions and enhance the culture of formalization.

Maintaining formal land transactions means implementing strategies and building capacities to empower local governance over land through urban titling processes, orientation and information to citizens, and coordination with land institutions and other actors. Through these efforts, the Activity aims to i) advance formalization of property in the urban area, ii) improve municipal finances, and iii) generate the conditions and access to complementary programs for the social and economic development of the territories and the quality life of citizens. During the first year of the Activity, Component 2 advanced its two major activities:

Design and implement land information management strategies. Throughout the first year of implementation, the Activity supported the establishment of six MLOs in Cáceres, Sardinata, Planadas, Chaparral, Santa Rosa del Sur, and María La Baja; and strengthened six MLOs that were created under previous USAID programs in Ovejas, Fuentedeoro, Ataco, San Jacinto, El Carmen de Bolívar and Tumaco. By October 2020, 10 MLOs will have regulatory instruments, personnel, endowments, and three-year sustainability plans validated by municipal administrations.

Table 2 – Support to MLOs⁵

MLO	Created	Strengthen	LFP Pilot	Equipped
Cáceres	✓		✓	✓
Sardinata	✓		✓	✓
Planadas	✓			✓
Chaparral	✓		✓	✓
Santa Rosa del Sur	✓			
María La Baja	✓			
Ovejas		✓		✓
Fuentedeoro		✓	✓	✓

⁵ Santander de Quilichao and Rioblanco will be strengthened while Puerto Lleras will be created in Year 2.

Ataco	✓	✓	✓
San Jacinto	✓	✓	✓
El Carmen de Bolívar	✓	✓	✓
Tumaco	✓	✓	✓

The Activity also supported a letter of intent between SNR and USAID for an exchange of registry information and services for urban and rural planning, strengthened administrative and technological capacity in the provision of services, and documentation of specifications for the technical intervention of 580,000 files in eight registration offices for public records (ORIPs). These ORIPs are located in six departments that comprise 64 municipalities, 33 of which are PDET and 10 are included in a massive parcel sweep effort. The Activity will strengthen the capacity of five ORIPs supporting the implementation of seven parcel sweep pilots supported by the Activity. The team also helped to develop information systems for MLOs, municipal and departmental planning secretaries, and departmental agriculture secretaries to help identify necessary adjustments and lessons learned.

Table 3 – Support to ORIPs

ORIP	Department	Municipalities strengthened
Montelíbano	Córdoba	Montelíbano, Buenavista, La Apartada, Ayapel, Puerto Libertador San José De Uré
El Carmen de Bolívar	Bolívar	El Carmen de Bolívar, Córdoba, El Guamo, San Jacinto, San Juan Nepomuceno, Zambrano
Chaparral	Tolima	Chaparral, Ataco, Planadas, Rioblanco, San Antonio
Montería	Córdoba	Montería, Canalete, Los Córdoba, Puerto Escondido, Tierralta, Valencia
Tumaco	Nariño	San Andres de Tumaco, El Charco, Francisco Pizarro, La Tola, Mosquera, Olaya Herrera - Bocas de Satinga, Santa Bárbara Iscuandé
Cúcuta	Norte de Santander	Cúcuta, Cucutilla, Durania, El Zulia, Gramalote, Los Patios, Lourdes, Puerto Santander, San Cayetano, Santiago, Sardinata, Tibú, Villa del Rosario
Ocaña	Norte de Santander	Ocaña, Abrego, Bucarasica, La Playa, Villa Caro, Hacarí
San Martín	Meta	San Martín, El Castillo, Fuentedeoro, Granada, La Macarena, Lejanías, Mapiripán, Mesetas, Puerto Concordia, Puerto Lleras, Puerto Rico, San Carlos de Guaroa, San Juan de Arama, Uribe, Vistahermosa

The Activity worked with the ANT on its methodology for identifying parcels for inclusion in the Land Fund. The fund allocates land to farmers, in compliance with the comprehensive rural reforms enshrined in the 2016 Peace Accords. The ANT's goal, as set by the Accord, is to identify three million hectares for distribution among farmers and has already identified 1 million hectares. In the last quarter of Year 1,

the Activity proposed an analysis of the current methodology regarding occupancy of state-owned parcels in the land fund to allow the GOC to advance with the process of allocating vacant assets. Similarly, the Activity is supporting the ANT to conduct a feasibility analysis and develop a methodology to formulate and implement a land formalization node or sub-system that gathers and transfers field data to the Agency's information system, using lessons learned and best practices.

Expand local capacity for land management. To ensure the Activity's and GOC's land efforts are sustainable, the Activity must strengthen and build local capacity. While COVID-19-related restrictions in the second half of the year prevented in-person gatherings, the Activity was able to hold virtual trainings for more than 300 people in six of the seven target areas on the role and operation of MLOs and the culture of formality. Participants included municipal, departmental, and national public officials; local leaders; social organizations; academia; and the private sector. Similar virtual events were held to share the knowledge and experiences of the MLOs in Ovejas and Fuentedeoro with more than 80 public and private actors, including the University of Cartagena, from six target regions.

These events have been helpful for expanding the benefits of the land management strategy outside the Activity's geographic scope, as actors from other, non-target regions also participated. The Activity supported an agreement with the Sucre Governor's Office to implement a Departmental Land Office to assist other municipalities where the Activity will not be able to provide services.

To further expand local capacity, the Activity analyzed and delivered the results of seven territorial ordering plans (POTs) to the municipal governments and parcel sweep operators and developed a strategy to strengthen the capacities of five ORIPs by training SNR officials at the national and territorial levels. The Activity participated in inter-institutional working groups with the MLOs and mayors of Tumaco, Sardinata, Fuentedeoro and Cáceres to determine projected titles of urban properties that municipal administrations can grant. The Activity also coordinated with other USAID programs such as Colombia Transforma, and Mercy Corps and the ProTierra program funded by Buffet Foundation to position MLOs in Catatumbo. The ANT, MinVivienda, IGAC, and SNR held theory-practice workshops with the MLOs regarding the legal process and current regulations to advance property declarations, urban property tax asset titling, access to institutional information systems, and routes to formalize properties. This has contributed to the Activity's strategy for building a culture of formality, which has received praise from partners and counterparts at the national and territorial levels.

2.3 COMPONENT 3: STRENGTHEN LAND GOVERNANCE AND ECONOMIC DEVELOPMENT THROUGH STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS (PUBLIC-PRIVATE PARTNERSHIPS)

Component 3 seeks to expand licit economic opportunities by mobilizing public and private funds for local public goods and services and to encourage private sector participation in value chain partnerships. The component aims to mobilize resources, build local capacity to plan and execute public resources, establish value chain partnerships, and promote inclusion and empowerment.

Land for Prosperity supported meetings between actors to agree on how to build and strengthen the coffee, cacao, and yam PPPs. These meetings led to important milestones: dissemination of the draft framework documents, ratification of technical tables and secretaries, and selection of dates for signing the PPPs. The yam PPP signing will take place on October 13, followed by coffee and cacao PPPs.

Mobilize public resources

A key step in mobilizing public resources is the identification of needs for local public goods, and related studies and designs for support. The Activity worked with the Agency for Territorial Renewal (ART) to

identify actors in different regions that can inform strategic projects that contribute to rural development and aid studies and designs for their structure and formulation.

US\$19.6 million is slated for investment in territorial development plans. The Activity supported 36 local and regional governments in designing and obtaining approval for their development plans that cover programs and activities to be undertaken between 2020 and 2023. The plans also included local government budgets to be allocated to these activities. Land-related items, such as MLOs, cadastral and land formalization processes, infrastructure improvement, and key value chain initiatives, were included in 29 of these plans. The total amount slated for mobilization (US\$19.6 million⁶) is more than double the Activity's initial goal. All these activities and corresponding budget allocations will be critical for the implementation of the parcel sweeps and for fostering a culture of formalization during Year 2.

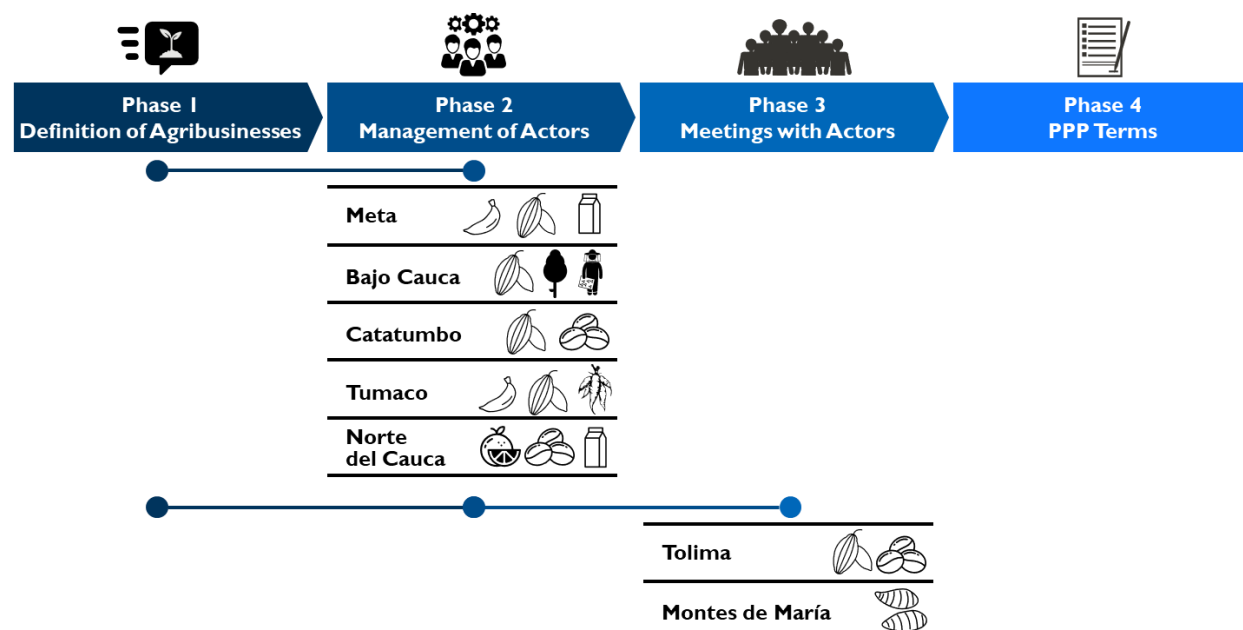
Table 4. Mobilized funds, by region			
Region	Mobilized resources (COP \$)	Mobilized resources (USD \$)	% of Total resources mobilized
Bajo Cauca and Southern Córdoba	\$ 5,116,500,000	\$ 1,827,321	9.3%
Catatumbo	\$ 6,710,000,000	\$ 2,396,429	12.2%
Meta	\$ 9,713,577,418	\$ 3,469,135	17.7%
Montes de María	\$ 18,069,642,665	\$ 6,453,444	32.8%
Tolima	\$ 12,943,839,599	\$ 4,622,800	23.5%
Tumaco	\$ 2,488,924,730	\$ 888,902	4.5%
Total	\$ 55,042,484,413	\$ 19,658,030	100%

Establish value chain partnerships and mobilize public and private resources. Throughout the first year, the Activity engaged with the private sector to build relationships in target territories that will augment future interventions. These efforts have focused on identifying and strengthening PPPs in the territories as well as engaging with national agencies and private actors located in the capital that can operate in the Activity's target areas.

In the fourth quarter, the Activity created and reactivated PPPs in Tolima and Montes de María, and identified women's, youth, and ethnic group organizations to receive Land for Prosperity support. Table 2 below outlines the details and status of these partnerships. The Activity also identified women's, youth, and ethnic group organizations with economic growth initiatives that will be promoted within the framework of the coffee, cacao, and yam PPPs.

Table 5 - C3.3 Establish value chain partnerships and mobilize public and private resources

⁶ COP \$55,042,484,413 or US\$19,658,030, at COP \$2,800 per USD \$1.



REGION	PPP	KEY GROUPS	COMMERCIAL PARTNERS	BENEFICIARIES
Tolima	Coffee	7 producer associations 4 youth associations 1 women's association 1 ethnic group 8 public partners	Cafisur Expocafé Almacafé	Plant: 6,000 producers UTZ Certification: 1,000 producers Land titling: 386 beneficiaries
		24 producer associations 3 women's associations 13 public partners	Nacional de Chocolates	2,000 producers Land titling: 144 beneficiaries
Montes de María	Yams	3 producer associations 4 women's associations 1 ethnic group 14 public partners	SERVISECOL SAS. CI TROPICOL	1,000 producers Land titling: 706 beneficiaries

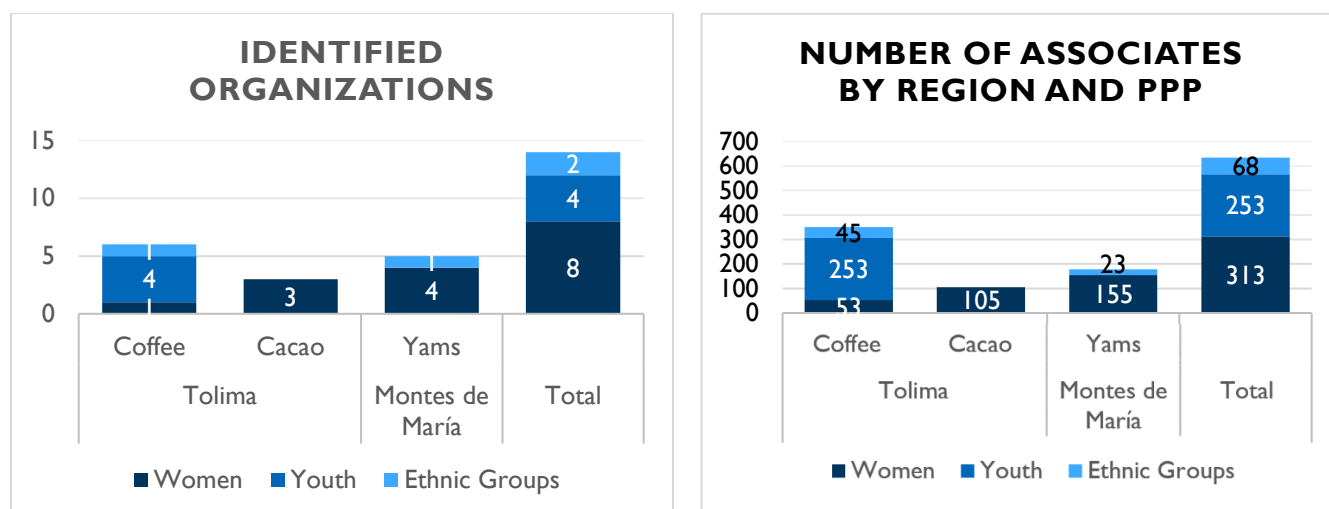


Figure 1: Women's, youth, and ethnic group organizations identified by region and PPP

These organizations will be linked to the spaces for dialogue, agreement, and follow-up in the technical committees as key actors in the management of Alliance agreements. The Technical Secretariat in each PPP will promote prioritization of these beneficiaries in all actions carried out within the framework of the alliances. Their key needs and gaps will be identified and fully addressed during the implementation of the coffee and cacao PPPs in Tolima and the yam PPP in Montes de María.

2.4 REGIONAL ACTIVITIES

Most Land for Prosperity activities take place in regions with local actors. Despite not being able to travel due to COVID-19 during the second half of the year, the Activity continued working closely with its counterparts in those territories via virtual platforms, seeking to engage public institutions and private sector actors. The Activity completed most of the hiring processes in the regions and consolidated seven regional technical teams with its respective coordinators, which responded effectively even under restricted conditions.

Coordination between actors is critical in the territories. Regional Activity staff joined technical working groups that implement PDETs in target territories, and joined round tables with members of civil society, academia, and the private sector. Participating in these spaces enables the Activity to direct efforts related to strategies for formalization, economic development, and institutional strengthening. It also builds and strengthens relationships with relevant actors and sets the stage for coordinating activities. Working with local officials means that the Activity's strategies are part of each region's development plans, and that those strategies align with national government led PDETs and the GOC's vision for rural transformation, something to which both the Activity and USAID are committed.

Below are the most significant accomplishments per region.

Catatumbo. In the first year of implementation, the Activity advanced in supporting the municipal development plan in Sardinata, establishing the Sardinata MLO, and identifying productive chains for PPPs. The Activity worked closely with the Government of Norte de Santander to establish the departmental land working groups to support the parcel sweep in Sardinata, which includes the ANT's-approved methodology for formalizing properties with illicit crops. Along with the Presidential Counselor for Stabilization, the Activity is part of Sustainable Catatumbo, a key space for implementing the PDETs with whom the Activity developed the action plan for Catatumbo.

Moreover, the Activity achieved synergy with regional bodies such as AsoMunicipios and the departmental Chamber of Commerce; and with other programs such as Colombia Transforma also

funded by USAID; and Protierra, which is funded by the Buffet Foundation and implemented by Mercy Corps for the PDET departmental formalization strategy and establishment of the MLO in Tibú. While the region faces many challenges, such as illicit crops, insecurity, and land mines, the Activity has a strategy to adapt to obstacles in its plan for transforming the territory, in close coordination with USAID and high-level government.

Bajo Cauca/Southern Córdoba. The Activity made significant progress in developing relationships with institutions and other programs and actors in the region. The Antioquia Governor's Office has played an important role in the Activity's results by supporting the MOU and accompanying the property formalization strategy, specifically the titling of schools, with ProAntioquia, and has been decisive in preparing for POSPR implementation in Cáceres. Additionally, it accompanied the Activity at the departmental land working group and in other forums to promote Activity Work Plan activities. Proantioquia has been a fundamental partner in the efforts to formalize properties of public sector entities (EDPs), such as schools mentioned above, as well as in the interactions with associates such as Mineros SA⁷. Lastly, the Activity's coordination with USAID's Colombia Transforma, and Community Development for Licit Opportunities (CDLO), has been instrumental in developing the formalization strategy and MLO, which will be inaugurated in October.

Montes de María. In this region, the Activity facilitated municipal and departmental land and economic planning, through the support to regional development plans as well as contributing to the MLO strategy and promotion of the yam PPP. The Activity has developed work agreements with the ART to facilitate implementation of activities linked to PDET initiatives. Some of these linkages include the monitoring and promotion of PDET pillar working groups: the land group connects to the formalization of rural property pillar and PDET's formalization strategy; the designs for tertiary roads links to the infrastructure pillar; and the identification of projects associated with the yam PPP link to the post-COVID economic reactivation pillar. In Bolívar and Sucre, the Activity supported the process to secure tax exemption for the submission of registration papers.

Tolima. In southern Tolima, the Activity began implementation of the POSPR in the municipality of Ataco, operationalized MLOs in Planadas, Ataco, and Chaparral, and reactivated the coffee and cacao PPPs. Additionally, within the framework of the massive parcel sweep, the Activity was able to analyze the territorial planning tools of Ataco and Chaparral, which generated key inputs for the sweep exercises. The Activity also initiated the capacity strengthening of the Chaparral ORIP.

"Property formalization for our associates has led them to identify more with their cooperative, making them owners of their land, their house, their plot, and leads to greater satisfaction and greater social well-being. Besides, the cooperative allows you to outline new work projects with them, not only in the infrastructure of your property but also with family housing conditions. "

Manager CafiSur, Tolima

The Tolima Governor's Office, with support from the ART, has promoted the departmental land working group as a space for coordination and decision making that will benefit the Activity's Work Plan efforts. The Activity has supported a variety of institutions that will be important for the region, such as the coffee PPP and the drying facility in Chaparral, as well as the link between coffee producers to land formalization through an alliance with CafiSur.

Meta. In Meta, Activity-supported development plans in Fuentedeoro and Puerto Lleras led to the investment of resources in multi-year plans and sparked the establishment of mechanisms to guarantee sustainability of Land for Prosperity activities in the territory. A letter of intent will be signed with the

⁷ Initial contacts with Cerromatoso where stopped as the program identified claims of undue appropriation of public lands done by the Contraloría.

ART for the land formalization strategy in PDET municipalities and a similar instrument will also be drafted and signed by the Activity with that Governor's Office, securing departmental support to massive formalization, MLOs and PPPs. The beginning of the formulation of the POSPR and the launch of the MLO in Fuentedeoro are important milestones for this municipality, so much so that the mayor plans to deliver titles at the launching event.

Northern Cauca. While activities began only a few months ago, the Activity has successfully developed relationships with various public, private, and social actors. Specifically, the Land for Prosperity team has made progress on work agreements with the municipal administrations of Santander de Quilichao and Miranda, which will facilitate the intervention planned in these municipalities. Likewise, the Activity has been defining activities with the departmental government and ART to benefit the municipalities of Northern Cauca. There have been significant advances in economic development with organizations such as the Committee of Coffee Growers, Caginorte, Corpopaló-Amunorca, Incauca, and Asoagronorca, with whom the Activity plans to develop PPPs around value chains such as coffee, blackberry, and pineapple.

"USAID has the advantage of having a close relationship with the GOC agencies like the National Land Agency and the Ministry of Defense. It also has the ability to coordinate cooperation that allows us to solve our problems."

María Emilsen Angulo, Mayor of Tumaco

Tumaco. Tumaco remains a challenging municipality with its high level of insecurity, anti-personnel mines, illicit crops, and weak state presence. To address these challenges, the Activity developed a strong and flexible relationship with the municipal administration during the first year of implementation, signing a MOU in which the Activity and the mayor reaffirmed their commitment to collaboration. This collaboration has led to a greater degree of coordination with the police, ministries, and Directorate for the Substitution of Illicit Crops, which have facilitated the planning of activities in the region. These activities

include formulating the municipal development plan, strengthening the MLO, analyzing the land use plan (POT) as input for developing the POSPR, and strengthening the cacao PPP in the areas in the target municipalities with untitled plots, a process in which the local Chamber of Commerce and ART have played a fundamental role.

2.5 SYNERGIES AND COORDINATION

The Activity continued coordinating actions with USAID programs like Community Development for Licit Opportunities and Colombia Transforma to help the GOC implement its Intervention Plan in Catatumbo and bajo Cauca. With Colombia Transforma, the Activity will share financing of personnel for the MLOs in Cáceres and Sardinata. Additionally, the Activity coordinated closely with regional bodies such as Asomunicipios, the Chamber of Commerce, and Mercy Corps Foundation, for the PDET departmental formalization strategy and the establishment of a MLO in Tibú.

During Q4, the activity initiated active coordination with USAID's environmental office regarding land use contracts in environmentally restricted areas, sharing knowledge and linkages with GOC counterparts such as ANT and the Presidential Counselor of Stabilization.

2.6 GUIDING PRINCIPLES

The Activity relies on seven guiding principles to achieve its results. Throughout the year, progress was made in each of them, as reported elsewhere (see Sections 2.1 to 2.5 and 4.1). A summary of those achievements is presented here:

Empowering women, youth, conflict victims, Afro-Colombians, Indigenous populations, and other historically marginalized persons. The Activity continued to advance its implementation of the gender equality and social inclusion (GESI) strategy by providing trainings to staff and continuing

to incorporate GESI strategies in its approach to each Activity component. A key step the Activity has taken this year is to identify women's, youth, and ethnic group organizations that have economic growth initiatives that can be promoted within the coffee, cacao and yam PPP framework described in Section 2.3. The Activity will connect these organizations to spaces for dialogue and sources for technical assistance as prioritized beneficiaries within each PPP. Additionally, the Activity has continued coordination with the Land Restitution Unit (URT) to ensure territorial rights and advance restitution processes for women, Indigenous populations, and other vulnerable groups—in the most recent quarter in Ataco, Cáceres, and San Jacinto.

At the national level, the Activity continued to support the ANT in its efforts to incorporate gender and vulnerable peoples' strategies into its parcel sweep methodology. To this end, the Activity supported the ANT to make information on ethnic groups more readily accessible, primarily by indexing and digitizing files with key information regarding Indigenous and Afro-Colombian territories. The Activity and ANT agreed on the information needed in the 10 target municipalities, and the team has assisted the ANT in organizing securing and proper administration of those files.

Identifying and managing environmental and climate risks. To integrate the environmental guiding principle in Components 1 and 3, this year the Activity advanced preparation of two key documents that allow the incorporation of environmental considerations in the activities under development:

- The initial environmental evaluation (IEE) was adjusted and included the analyses of climate change and land use, and presence of protected areas and strategic ecosystems. It includes new measures to mitigate the negative impacts of climate change, measures to apply regulatory advances in the analysis and application of environmental determinants for the POSPR, and deliverables that seek to propose policy reforms or innovative routes to achieve a balance between access to land and conservation (environmentally friendly formalization).
- The best practices guide for POSPR was redesigned incorporating normative advances, a definition of the environmental determinants for planning, permitted land uses, and a description of the actions regarding formalization and regularization applicable to each case.

The Activity also initiated training POSPR implementing partners on environmental considerations to ensure that the development and implementation of the plans include technical, legal, and cartographic analyses of the environmental determinants in each of the pilots to avoid potential negative impacts on protected areas and strategic ecosystems. Regarding the application of the guiding principle in Component 3, this year the team made progress in including sustainability and climate resilience approaches, transitioning value chains toward the incorporation of green businesses and nature-based solutions. In addition, a work session was held with regional teams on ecosystem services, green businesses, and shared value, where the Activity made progress in the initial mapping of possible chains with the potential to develop green businesses. This year, the Activity held meetings with GOC agencies and private sector actors to learn about the application of environmental determinants for the POSPR and to explore regional initiatives of payments for environmental services (PES), reforestation, and regional models of low carbon productive chains.

Coordinating across GOC, donor programs, communities, and the private sector. The Activity has established a productive relationship at every level of policy design, execution, and oversight. At the highest level of government, monthly meetings are held with the National Chancellor for Management and Compliance (*Consejería para la gestión y el cumplimiento*), where the Activity presents updates and requests for coordination with government agencies to ensure all agencies and inputs are ready to implement the formalization pilots. To help with this coordination, Land for Prosperity is supporting the DNP (with three professionals) in structuring a dashboard and institutional arrangement to monitor the evolution of land policy goals. This dashboard requires buy-in from all

government agencies to provide real-time information on titling and cadastral updates, as well as other key indicators, such as gender statistics, ethnic community inclusion, and opportunities for time and cost efficiencies. The dashboard will also serve as an early warning system that supports prompt action when execution is being delayed. Monthly committee meetings are being held with IGAC, ANT, URT, and SNR to ensure that Activity partnership with each is on track. The Activity has also met with the Counselor for Security and High Commissioner for Peace, in coordination with USAID and other US government (USG) agencies such as the Bureau of International Narcotics and Law Enforcement (INL), to discuss key challenges, including security and demining, which are key to implementation in the three high-level dialogue municipalities of Cáceres, Tumaco, and Sardinata. These meetings have resulted in effective alerts but still no concrete actions from the GOC nor effective state presence in these regions. A similar effort has been undertaken with the private sector, as described in Sections 2.1 and 2.3.

Regarding donor programs, during Q4, in Bajo Cauca, a legal specialist from the Colombia Transforma program facilitated connections to the program's formalization strategy at the Cáceres MLO. In Montes de María, coordination with Natural Wealth program resulted in collaboration to support a women's victims association as part of the yam PPP in issues related to dry forest conservation. In Catatumbo, the Activity will work with Mercy Corps to establish the Tibú MLO. Mercy Corps will fill the office and Land for Prosperity will provide the MLO methodology.

Engaging USAID and GOC partners in high-level strategic discussions. In coordination with USAID, the Activity led discussions to help catalyze dialogue and engage high-level officials of various sectors. During the Activity's Strategic Review Session in July, representatives from the Presidency, USAID's front office, and national entities engaged in a dialogue with mayors from Tumaco, Cáceres, and Ataco on important challenges and next steps for massive formalization in their regions. Additionally, the Activity's technical team has provided strategic inputs to USAID and high-level GOC entities on illicit crop substitution sequencing, and land formalization as an incentive for voluntary eradication.

Transferring knowledge, skills, abilities, and best practices for self-reliant scaling of results. Throughout the first year, the Activity drew on lessons learned and best practices from LRDP's experience, and fostered knowledge sharing between different stakeholders and beneficiaries. To this end, the Activity led the dissemination of results of the territorial planning of seven municipalities—El Carmen de Bolívar and San Jacinto (in Montes de María), Ataco and Chaparral (in Southern Tolima), Cáceres, Tumaco and Sardinata—to the territorial actors and sweep operators and developed a strategy to strengthen the capacities of five ORIPs—Chaparral, Tumaco, Corozal, Carmen de Bolívar and Cauca—by training SNR officials at the national and territorial levels. The Activity also held trainings on MLO roles and operations and the culture of formality in six out of the seven target regions, with participants ranging from municipal, departmental, national public officials, and local leaders to social organizations, academia, and the private sector. Only in Northern Cauca activities were not started, as our work with the MLO in Santander will be in full fledge in the second year. The Activity also held events to share the knowledge and experiences of the MLOs in Ovejas and Fuentedeoro, with more than 80 public and private actors participating from six out of the seven target regions.

Using locally informed strategies for the security of staff, partners, and beneficiaries. The Activity's definition of citizen security, under USAID guidelines, goes beyond physical security—encompassing comprehensive and effective presence of the state in the territories—to generate conditions of sustainability and effective integration of the communities to the social, economic, political, and cultural dynamics of development. In this sense, beyond the accompaniment of the armed forces during field work, the visible presence of the national government in the regions is a fundamental pillar of any citizen security strategy. However, while implementing the Activity in the territories, the team has encountered some challenges that have, unfortunately, increased in recent months, including the resurgence of the armed conflict, existing territorial disputes, increase in illicit crops and other illegal economies, as well as increase in incidents due to antipersonnel mines and unexploded ordnance in the

target areas. To mitigate the obvious risks associated with these issues, the Activity has developed a series of internal actions and shared strategic communications both with national territorial governments, as well as USAID. Key among them is the hiring of a Senior Security Advisor who will guide the security strategy of the program.

Even so, risks persist. The Activity has deep concerns regarding GOC delays in making final decisions, the absence of a comprehensive security strategy to implement POSPRs, the disconnect between the timing of a POSPR and strategic decisions in matters of security and demining, the evident friction between forced manual eradication and POSPR implementation with its associated risks, and the lack of capacity in entities like the ANT to raise these issues.

Using evidence from the regions to drive pragmatic policy reforms that streamline and simplify administrative norms and procedures. With the periodic pause-and-reflect session, the Activity has been able to collect and share valuable information toward execution of the formalization strategy and simplification of administrative procedures. Two major recommendations are worth mentioning: (1) The Activity worked with IGAC to develop technical specifications for producing cartographic inputs. The government recommended that all imagery to be used as cartographic input have a resolution of at least 1:10000. The Activity considered this resolution to be too low for smallholder plots of less than three hectares. After consultations with experts and a regional analysis of plot size, the team determined that some areas of the municipalities needed a higher resolution to allow operators to produce cadastral data using the less costly indirect methods. IGAC then allowed the use of this higher resolution in what has been called “windows” within the imagery and is working with the Activity to enhance the resolution of the imagery it will deliver as part of the MOU. (2) The Activity recommended the adoption of a good practice identified in MLOs that was established in prior years. Some municipalities did not require a staff plan modification or inclusion of new personnel to establish their MLOs. They merely created a working group comprising their secretaries, and avoided additional paperwork and processes, streamlining the creation of MLOs across the country. The latter recommendation together with the broader MLO strategy will be shared with the Presidency and national entities during Q1 of the second fiscal year.

2.7 GRANTS AND SUBCONTRACTS

During the first year, the Activity issued five Request for Proposals (RFPs) but no Annual Program Statements (APSs) for local organizations to apply for Activity sub-grants. The team focused on monitoring work and planning, and designing activities to ensure Work Plan implementation, and has not identified concrete initiatives that require Activity support through grants. The Activity will issue sub-grants in the second year, once the team has a clear roadmap for upcoming work.

In the first year, the Activity signed agreements with all partners approved by USAID for the year:

- Firm fixed price (FFP) subcontract with Suyo Colombia to assist with initiating the private sector engagement, technology support, and innovation; and to advise on components of the Activity;
- FFP subcontract with FIP to assist with strategies regarding citizen security, illicit crops, and training in Catatumbo, Bajo Cauca/Southern Córdoba, and Tumaco;
- Three FFP subcontracts with Ocampo Duque Abogados to (1) assist the second phase of support for the ANT to finish the formalization pilot in Ovejas; (2) assist with proposals to reform legal restrictions on land titling; and (3) develop the POSPR in Carmen de Bolívar, Bolívar;
- FFP subcontract with Global Land Alliance (GLA) to assist with technical review, land management recommendations, tenure security analysis, and comparative best practice guidance on an international level;
- FFP subcontract with KANAVA International to assist with organizational capacity development on an international level;

- FFP subcontract with Javeriana University to assist the Activity with knowledge management, land use management, and social dialogue; and
- FFP subcontract with C-Análisis to support management, collection, and analysis of key data to monitor context indicators, evaluate and propose policy recommendations, add beneficiaries, and cross-check variables to establish comprehensive assistance received from the GOC, USAID programs, and other international donors.

In addition, the Activity signed a FFP with *Corporación Desarrollo y Paz del Canal del Dique y Zona Costera* to assist with municipal and departmental development plans in Montes de María.

The Activity also designed subcontracts with the following partners or subcontractors, which will be signed in the first quarter of Year 2:

- Consucol and Suyo to operate parcel sweeps in Ataco and Cáceres and develop POSPRs for Fuentedeoro and Tumaco;
- Almarchivos to organize, digitalize, and index property files for ORIPs and SNR;
- G. Exponencial to conduct the Prindex survey in Activity target regions, and establish a baseline regarding citizen perception of secure land rights; and
- Corporación Opción Legal to update and implement the POSPR in San Jacinto, Bolívar.

In addition, in support of Land for Prosperity activities, the Activity issued two RFPs for the cacao and coffee PPPs in Tolima, which will lead to subcontracts in the next quarter.

Finally, the Activity completed 266 procurement processes in support of technical activities and operations, totaling COP 9,017,821,431 (USD 2,421,099).

Table 3 gives an overview of the Activity's subcontractors and their participation in approved activities this year.

SUBCONTRACTOR	NUMBER	NAME	COST (COP)	COST (USD)	PROGRESS
Suvo	CI-000043-20	Private sector engagement in land formalization Land Information System (LIS)	204,881,400		Closed Implementation 100%
	CI-000040-20	Private sector engagement in land formalization LIS	1,767,992,179		Under implementation 27%
<i>Corporación Desarrollo y Paz del Canal del Dique y Zona Costera</i>	C3-000014-19	Municipal and departmental development plans in Montes de María	499,480,000		Closed Implementation 100%
Global Land Alliance (GLA)*	N/A	Technical review, analysis, and comparative best practice guidance		1,499,569	Under implementation 6%
KANAVA International*	N/A	Organizational capacity development		1,001,938	Under implementation 2%
Ocampo Duque Abogados	CI-000028-19	Ovejas pilot: second phase	774,539,238		Under implementation 30%
	CI-000060-20	Reform proposals to legal restrictions on land titling	760,002,274		Signed
	CI-000031-20	Development of Operational Rural Land Use Management Plan in the Municipality of Carmen de Bolívar, Bolívar	873,571,392		Signed

TABLE 6. SUBCONTRACTORS IN LAND FOR PROSPERITY ACTIVITIES					
SUBCONTRACTOR	NUMBER	NAME	COST (COP)	COST (USD)	PROGRESS
FIP	ALL-00061-20	Strategies regarding citizen security, illicit crops and training in Catatumbo, Bajo Cauca/Southern Córdoba and Tumaco	2,445,260,900		Under implementation 40%
Javeriana University	CI-0054-20, CI-00081-20 y ALL – 00082-20	Assistance in knowledge management, land use management, and social dialogue.	2,383,801,530		Signed
C-Análisis	ALL-00067-20	Support in managing, collecting, and analyzing key data to monitor context indicators, evaluate and propose policy recommendations, add beneficiaries, and cross-check variables to establish comprehensive assistance received from the GOC, USAID programs, and other cooperators	2,155,204,000		Signed

* These were negotiated and signed by Tetra Tech.

3.0 ACTIVITY-SPECIFIC PERFORMANCE INDICATORS

3.1 MONITORING AND EVALUATION

USAID approved the Activity's Monitoring, Evaluation, and Learning (AMEL) Plan in the third quarter. With this approval, the monitoring and evaluation (M&E) team held working sessions for all staff members in the Bogotá and regional offices. The sessions highlighted the importance of AMEL, the scope of each indicator, how they are monitored and accounted for, who bears responsibility for reporting, and what coordination is needed to meet the Activity's goals. USAID's approval of the AMEL Plan includes the instruments to capture and register information to report indicator progress. See Annex B for information on all indicators and progress thus far. Annex C describes context indicators, including illicit crops, GOC investments in rural areas, and environmental conditions. The Activity will calculate a baseline for context indicators to compare, inform, and feed decision-making processes regarding activity implementation.

COVID-19 also affected M&E actions, which led the team to explore online tools to monitor activities. This includes online training sessions through Microsoft Teams for regional staff who are implementing Work Plan activities. The Activity also has a platform to store and process data and supporting documents structured under AMEL and Activity requirements. Activity staff, consultants, subcontractors, and USAID have access to this platform. The Activity will continue informing USAID of innovative tools it applies to disseminate content, conduct surveys, collect data, and verify documents to ensure data quality.

Activities under the contract between USAID Washington (E3) and the University of Chicago's National Opinion Research Center continued throughout the first year. The team of researchers presented its evaluation design, detailing the sampling strategy. Researchers are making progress in contacting the National Administrative Department of Statistics (DANE) to gain access to census data required to select the sub-municipal units (*veredas* or *corregimientos*) for the study. The Activity is currently discussing the evaluation design with the DANE to clarify the scope of the proposed evaluation.

4.0 CROSSCUTTING ACTIVITIES

4.1 STATUS OF THE IMPLEMENTATION OF THE GENDER STRATEGY; COLLABORATING, LEARNING AND ADAPTING PLAN; AND COMMUNICATIONS AND OUTREACH PLAN

Gender and vulnerable populations. The Land for Prosperity Activity has a crosscutting strategy for gender and vulnerable populations (GVP) as part of its guiding principles and seeks to empower women, youth, conflict victims, Afro-Colombians, Indigenous populations, and other historically marginalized groups. In the first quarter of Year I, USAID approved the Activity's analysis on how to address GVP throughout its activities and in different regions.

Throughout the first year of implementation, the Activity carried out actions with its team and its counterparts as follows:

- The Activity submitted an initial strategy to address issues of gender, social, and ethnic inclusion and the barriers that women, ethnic groups, and youth face in access to land, formalization processes, and the resources for production, taking into account each region's particular risks and complexities. This guide has helped raise awareness and train our staff and partners, emphasizing the importance of understanding regional complexities. With this input, the Activity has trained consultants and partners in incorporating these messages in development plans, and in the operational manuals of POSPRs, BPM, and MLOs.
- The Activity helped to formulate recommendations and guidelines for addressing the specific vulnerabilities of women and youth as agents and economic contributors in the BPM process. These recommendations include training, legal-technical advice help vulnerable populations understand their property, land, and territorial rights. For ethnic communities, as collective subjects with fundamental rights to a territory, the Activity has considered approaches to awareness raising, while considering each group's authorities and customs and their right to self-determination.
- Developing local GESI capacities in MLOs begins with fostering diversity in the composition of the office's team. Municipal administrations must also collaborate on the design of administrative acts, including gender resolutions and decrees, GESI application in local policy, management of women and youth-related formalization cases, and development of LIS that include data on gender, youth and ethnicity. These systems will help land sector institutions and organizations establish strategies to prioritize women, youth, and vulnerable populations in land formalization and access processes.
- In the economic development component, the Activity supported the inclusion of GESI training guidelines for dialogue with territorial administrations in PDET. Of the PDETs involved in this activity, 67% included the guidelines in their entirety and 25% included a portion of them. The Activity also supported an adjustment in the PPP structure to incorporate GESI strategies and foster women's, youth, and ethnic community participation in each phase of the production chain. Likewise, eligibility for government funding for studies and designs of infrastructure projects requires the prioritization of those projects that directly benefit women, youth, and ethnic communities.
- The Activity supported eight gender decrees in the MLOs⁸, which will give women more space to advocate for access to land and better living conditions.

Communications and Outreach Plan. The Activity advanced the implementation of its Communications and Outreach Plan by designing and creating products that document and showcase

⁸ Nine MLOs reported gender decrees (Ataco and Planadas, Tolima; El Carmen de Bolívar, Ovejas and San Jacinto, Monte de María; Sardinata, Catatumbo; Cáceres, Bajo Cauca; and Tumaco). Fuentedeoro, Meta had a gender decree prior to LFP intervention. Thus, no program support was required.

Activity achievements. Some pieces are catered toward actions in target regions while others are targeted for USAID social media dissemination. Communications products delivered this year included:

- Bimonthly Activity highlights,
- Infographics,
- Activity briefs, and
- Success stories.

The Activity has delivered its contractual documents and other products in the communications strategy, including presentations to support high-level meetings with the GOC and counterparts. Following USAID comments and recommendations during the first semiannual review session, the Activity made critical adjustments to streamline the communications process and show implementation progress effectively.

Collaborating, Learning, and Adapting Plan. Land for Prosperity set the basis for the Activity's Collaborating, Learning, and Adapting (CLA) Plan by carrying out the following activities:

Regarding an **integrated CLA approach**, the Activity's Year 1 Work Plan brought in component leaders, subject experts, and management teams, the vast majority of whom had experience in the LDRP program, making it possible to share knowledge and experience that laid the groundwork for Land for Prosperity. The Year 2 Work Plan, pending USAID approval, had a similar approach. Work Plan activities led to a program-specific system called MISSION. This process facilitated detailed activity formulation, as national and regional technical teams, and Operations units participated, interacted, coordinated, and reached agreements that resulted in sound activities. Ficha activities were later presented to USAID for review and approval and, finally, to detailed implementation plans. The ficha process turned into a scenario for continuous learning, focused on continuous improvement.

Land for Prosperity carried out the Activity's first semi-annual strategic review with USAID and GOC counterparts. This two-part collaborative process helped first, to evaluate Activity progress, analyze current conditions, receive feedback from USAID officials, and adapt Activity implementation. Secondly, Land for Prosperity and participants discussed formalization as a tool to build trust and security.

Collaboration: The foremost instance that showcases the Activity's collaboration is its close work with GOC counterparts, such as the ANT, IGAC, SNR, DNP, and governors' and mayors' offices, among others. Land for Prosperity's collaboration strengthens their capacities and facilitates coordination and articulation that will result in improvements in processes and procedures and greater intra- and inter-institutional coordination. Forefront discussions have focused on:

- Imagery specifications for parcel sweep implementation and their implications on costs and timelines of massive formalization pilots; and
- Massive formalization as an incentive for illicit crop substitution, its potential effectiveness as opposed to an on-demand approach, and to inform design of other finance mechanisms that may contribute to GOC illicit crop reduction goals.

Learning: The Activity adopted lessons learned and best practices from USAID's LRDP, including first parcel sweep methodology used to implement massive land formalization in Ovejas (Sucre). These lessons learned and best practices set the foundation for the Activity's approach in new regions, while considering unique security, culture, and context.

In addition, the Activity builds capabilities that foster a culture of continuous learning on MEL topics. This process targets technical and operational staff, to ensure good performance while implementing Land for Prosperity activities. The MEL team hosted several in-house learning sessions for technical staff

and regional MEL Specialists to ensure solid understanding of critical AMELP and environmental compliance issues.

Adapting: Land for Prosperity and its partner GLA have made notable progress in designing a guide containing key factors to carry out training sessions and/or social cartography against the backdrop of COVID-19, “Recommendations for Community Participation in Multi-Purpose Parcel Sweeps in a Coronavirus Context.” The document sets forth logistical and educational recommendations to ensure community participation in the current context. The document will be shared with parcel sweep operators.

4.2 LIST OF SERVICES/DELIVERABLES COMPLETED IN FY2020

The following tables present the list of Activity services and deliverables scheduled for the first year.

TABLE 7. YEAR I DELIVERABLES COMPLETED			
NO	FIXED-FEE TO DELIVERABLE	DEADLINE TO COMPLETE	DATE APPROVED
60	Rapid Mobilization Plan (RMP)	September 15, 2019	October 2, 2019
75	Emergency Contact Plan	November 1, 2019	November 13, 2019
61	Year I Annual Work Plan (AWP)	October 15, 2019	December 6, 2019
68	Quarterly Financial Report Q4 FY19	October 15, 2019	October 24, 2019
65	Organizational Capacity Development Plan	December 1, 2020	January 10, 2020
63	Communications and Outreach Plan	October 15, 2019	January 10, 2020
67	Collaboration, Learning, and Adapting (CLA) Approach	November 1, 2019	January 10, 2020
68	Quarterly Financial Report Q1 FY20	January 15, 2020	January 13, 2020
64	Grants Management Plan - TO Addendum	December 1, 2020	January 24, 2020
74	Security Plan	October 15, 2019	February 7, 2020
	Gender and Social Inclusion Analysis and Baseline for Project Implementation	November 1, 2020	December 16, 2019
69	Quarterly Performance Progress Report Q1 FY20	January 30, 2020	March 30, 2020
62	Draft Activity Monitoring, Evaluation, and Learning Plan (AMEL Plan)	November 1, 2020	April 6, 2020
68	Quarterly Financial Report Q2 FY20	April 15, 2020	April 30, 2020
69	Quarterly Performance Progress Report Q2 FY20	April 30, 2020	June 2, 2020
70	Semiannual Strategy Reviews I	Twice per year	July 24, 2020
68	Quarterly Financial Report Q3 FY20	July 15, 2020	July 24, 2020
69	Quarterly Performance Report Q3 FY20	July 30, 2020	August 18, 2020
49	Promotion of women, ethnic, and youth-led organizations participation fostered	September 30, 2020	September 17, 2020
40	(C3) Strengthen departmental and municipal governments to mobilize funds into strategic public-private partnerships for effective provision of basic services (i.e., irrigation, technical assistance, roads, electricity or other productive services)	September 30, 2020	September 17, 2020
51	(C3) Periodic communications pieces	September 30, 2020	July 6, 2020
36	(C2) Periodic communications pieces	September 30, 2020	July 6, 2020
24	(C1) Periodic communications pieces	September 30, 2020	September 24, 2020
14	(C1) Documented massive systematic titling and registration practical guides at each pilot site	September 30, 2020	October 15, 2020
16	(C1) Women made visible when exerting rights to land, mostly those requesting land titles as part of a household than as heads of households	September 30, 2020	October 15, 2020

TABLE 7. YEAR 1 DELIVERABLES COMPLETED			
NO	FIXED-FEE TO DELIVERABLE	DEADLINE TO COMPLETE	DATE APPROVED
12	(C1) Support to land restitution as part of the effort to provide integral and clear land tenure and property rights in targeted areas and their linkage to viable livelihoods and economic opportunities	September 30, 2020	October 30, 2020
50	(C3) Training and resources on USAID requirements for land strengthening for gender, ethnic, youth, and other populations in conditions of vulnerability integration, including skills in gender, ethnic, and youth analysis; how to develop sensitive indicators and examples of innovative opportunities to reduce gaps in gender, youth, and ethnic equitable results, including use of science and technology approaches and partnerships supported	September 30, 2020	October 30, 2020
18	(C1) Training and resources on USAID requirements for land strengthening for gender, ethnic, youth, and other populations in conditions of vulnerability integration, including skills in gender, ethnic, and youth analysis; how to develop sensitive indicators and examples of innovative opportunities to reduce gaps in gender, youth, and ethnic equitable results, including use of science and technology approaches and partnerships supported	September 30, 2020	October 15, 2020
35	(C2) Training and resources on USAID requirements for land strengthening for gender, ethnic, youth and other populations in conditions of vulnerability integration, including skills in gender, ethnic, and youth analysis; how to develop sensitive indicators and examples of innovative opportunities to reduce gaps in gender, youth, and ethnic equitable results, including use of science and technology approaches and partnerships supported	September 30, 2020	October 15, 2020
10	(C1) Piloting of simplified registration processes use mobile technology to reduce time and cost associated with land formalization and registration	September 30, 2020	October 30, 2020
28	(C2) Establishment of municipal land offices in selected regions	September 30, 2020	October 30, 2020
41	(C3) Support studies and designs or other requirements for the government to fund the required infrastructure in target municipalities	September 30, 2020	October 30, 2020
4	(C1) Information system needs assessments and sustainability plans for centralized or decentralized LISs in select municipalities	September 30, 2020	October 30, 2020. (submitted and approved concurrently with FFD 32)
20	(C1) Assessment and adaption of models in which the private sector has gotten involved and supported land formalization	September 30, 2020	October 30, 2020
21	(C1) Private sector actor agreements that get involved in clear land tenure activities for the sustainability of their investments to work jointly with the public sector in selected regions	September 30, 2020	October 30, 2020
32	(C2) Land information systems needs assessment, and sustainability plan in selected municipalities	September 30, 2020	October 30, 2020

For a list of pending FY2020 Deliverables and USAID-approved activities, please see Annex C.

4.3 DESCRIPTION OF ANY SHORT-TERM CONSULTANTS' PROGRESS AND OBSERVATIONS, IDENTIFICATION OF ANY SIGNIFICANT ISSUES, AND A DESCRIPTION OF THE FOLLOW-ON INTERVENTIONS

This quarter, the Activity hired 38 short term technical assistance professionals to advance activities of parcel sweeps in target territories. For more information on their technical work, please see Section 2.1.

4.4 STATUS OF BUDGET EXPENDITURES, ANALYSIS OF ANY COST OVERRUNS OR HIGH COST UNITS, AVAILABLE FUNDING FOR THE REMAINDER OF THE ACTIVITY AND ANY VARIANCES FROM PLANNED EXPENDITURES

To date, the Land for Prosperity Activity has not experienced cost overruns or high cost units. Tetra Tech remains confident that available funding is sufficient for the next period and expects the Activity to be implemented within the contract ceiling. Due to the necessary mitigation measures put in place in coordination with USAID to address the risk presented by COVID-19, expenditures during the reporting period were lower than initially expected. Any costs projected for the reporting period but not implemented due to virus-related restrictions will be executed as soon as the mitigation measures are lifted or relaxed. Currently, Activity staff is working to engage stakeholders; plan, recruit, identify partners; and carry out other activities proactively to ensure a successful ramp-up once permissible.

4.5 IDENTIFICATION OF PROBLEMS, DELAYS, OR ADVERSE CONDITIONS THAT IMPAIR THE ABILITY TO MEET THE OBJECTIVES OF THE AWARD, INCLUDING A STATEMENT OF THE ACTION TAKEN OR CONTEMPLATED, AND ANY ASSISTANCE NEEDED TO RESOLVE THE SITUATION

As with most programs worldwide, the Activity has been affected by COVID-19. Effects on the Activity's operation include restrictions on mobility, early warnings to establish remote work schemes, inability to travel to target territories, lack of in-person communication with counterparts, and postponed meetings and activities. However, the Activity made significant progress in operative and administrative tasks that did not require face-to-face communication and shifted its technical actions to online tools that have enabled implementation in the regions and coordination with counterparts. For more information on COVID-19's impact on the Activity, please see Annex D.

Security issues and demining are still the most pressing challenges, and represent the most significant delays to Activity implementation, particularly in Tumaco, Bajo Cauca, Ataco, and Cáceres. The Activity has reiterated that implementation in many of its municipalities requires the Ministry of Defense and the Office of the President to prioritize demining the Activity's target municipalities. The Activity has worked with the GOC, particularly with the Office of the High Commissioner for Peace toward prioritizing 165 municipalities, among which are our most critical areas (Sardinata, Cáceres, and Tumaco) for micro-focalization. This process divides a municipality's geography and prioritizes certain areas for demining efforts. The Activity has firmly insisted on the need to start micro-focalization and potentially combine humanitarian and military demining efforts. The Inter-institutional Instance for Humanitarian Demining is engaging in preliminary activities in Cáceres with the Ministry of Defense and the Armed Forces. Preliminary activities have five stages, and by June 30, three stages were completed. Once the preliminary phase is over, the Instance will determine whether it approves of humanitarian demining efforts in the territory. Although there is progress, without demining (which involves humanitarian efforts in the northern area and military efforts in the south) the Activity cannot start implementing the parcel sweep. Additional security concerns include rising rates of violence in the Ataco and Cáceres regions, especially against social leaders and human rights defenders, which may make these areas unsafe for Activity staff.

Another challenge is the potential reactivation of aerial spraying. In December 2019, Colombia's Ministry of Justice published a draft decree for the country to resume aerial spraying to eradicate illicit crops. The decree raised concerns within the Activity because citizen and local government acceptance, trust, and willingness to participate in the formalization processes might be compromised if the Activity is conflated with forced eradication in the form of aerial spraying. The decree is still under consideration,

and although it has been put on hold due to the COVID-19 pandemic, it may present an obstacle to the Activity in the future.

Lastly, the Activity has started working with the Rural Agricultural Planning Unit (UPRA). This new relationship responds to the Ministry of Agriculture's orders to establish a new way to calculate the Agricultural Family Unit (UAF). Although UPRA has not yet released its new methodology, a dramatic change in calculation methods could severely alter the Activity's parcel sweeps, since the Activity would have to redesign the methodology to calculate UAF. It could also affect system design because new parameters within the LIS would have to be established, resulting in cost overrun and time delays for Activity implementation.

4.6 LIST OF MAJOR INTERVENTIONS PLANNED FOR THE NEXT YEAR

The second year for the Land for Prosperity Activity will start amid a challenging environment, while building on excellent groundwork laid in its first year of implementation. Land governance will be set as the centerpiece for peace through rural development and licit economic participation. Key features of the Activity's approach include testing formalization in the context of illicit crop substitution, environmental considerations as part of economic growth initiatives, and social inclusion as a key feature in the Activity's regional focus. This approach will support the GOC in nearing its goals at this critical turning point of President Duque's administration, with two years ahead for achieving ambitious milestones. Our most significant goals can be summarized as: completion of three parcel sweeps; 7,000 land title issued, half of them to women; six new MLOs established; and eight PPPs strengthened in all seven regions of the Activity's target geography.

4.7 LIST OF INDICATORS WITH TARGETS FOR THE NEXT YEAR (AS RELEVANT)

Please see Annex B.

4.8 STATUS OF IMPLEMENTING IEE CONDITIONS

To apply IEE considerations and climate change risk, the Activity carry out the following activities:

- a. Adjusted the IEE assessment to incorporate recommendations from the Mission Environmental Officer (MEO), Regional Environmental Advisor (REA), and Bureau Environmental Advisor (BEA), including innovations such as a climate and risk assessment for each of the Activity's regions and selected activities, review of current and potential land uses; identification of deforestation as driver for land use conflicts, illicit crops presence in each region; identification of environmental sensitive areas in each region, and identification of potential environmental impact of programmatic activities throughout the Life of Activity (LOA). In addition, the document includes a list of deliverables, and environmental measures and trainings that must be implemented with the sub-activities.
- b. Updated the Environmental Best Practices for Formalization: The Activity developed a new version of this document reshaping the content with new subjects such as definition and types of restrictions and conditions for the POPSR, definition of conditions for land use planning, definition of environmental restrictions and conditions including a description of the land uses and zoning, and identification of the permitted actions regarding land formalization.
- c. Updated PPP Guidance: the Activity created proposed steps to develop green PPPs based on their potential to promote sustainable and green growth, reduce greenhouse emission, adapt to climate change and variability, and achieve sustainable development goals (SDO 2, 13, 15 and 15).
- d. The Activity carried out two training sessions about environmental restrictions and conditions for POPSR with the technical teams in charge of the implementation of the POSPR of Ataco and Fuentedeoro.

- e. As a starting point to develop a proposal to issue land use contracts in environmentally protected areas, the Activity during the year reached out to the ANT and the Ministry of Environment to determine the conditions and activities carried out by these institutions in regards of the implementation of the Regulations 058 of 2018 and 118 of 2020 issued by the ANT, which determine criteria to grant use contracts in environmentally protected areas [flooding savannas and river rock beaches; National Forest Reserves type A, B and C (*Ley Segunda*); and public lands located within a 2,500-meter radius from the zones where non-renewable natural resources are being exploited).
- f. The Activity participated in five working groups regarding POSPRs and buffer zones around water sources with regional environmental authorities (CARs) in Antioquia, Tolima, Sucre, Montes de María, and Meta led by the ANT and Ministry of Environment. All parties agreed on a working schedule and joint actions they will undertake as part of these efforts.
- g. The Activity also worked with the ANT to begin defining environmental criteria to implement POSPRs. The ANT and the Activity participated in a working group to provide feedback for activity worksheets on procedures to formalize plots according to different environmental considerations.

ANNEXES

ANNEX A: ACTIVITY-SPECIFIC PERFORMANCE INDICATORS

This annex presents information related to progress toward Activity performance indicators. Table A-I summarizes quarterly, annual, and life-of-Activity results and progress toward targets. The section hereafter provides further detail and analysis of selected indicators.

TABLE A-I. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q4 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
EG.3-I	Number of households benefiting directly from USG assistance ⁹	0	1,150	647	56.26%	41,300	647	1.57%
LFP-I	Households who benefit from USG assistance for land rights and economic development contributing to citizen security and regional stabilization (Custom Indicator)	0	1,150	459	39.91%	41,300	459	1.11%
GNDR-2	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) ¹⁰	0	50%	49.60%	99.20%	50%	49.60%	99.20%
EG.10.4-1	Number of specific pieces of land tenure and property rights legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of USG assistance	0	35	52	148.57%	40	52	130.00%
LFP-4	Number of government officials, traditional authorities or individuals trained in restitution, formalization, public project planning and information sharing and management with LPA assistance (Custom)	0	3,560	471	21.04%	120,000	749	0.62%
EG.10.4-2	Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training ¹¹	0	50%	100%	200%	50%	100%	200%

⁹ Contribution to Standard Indicator through disaggregation of custom indicators (LFP-I and LFP-4).

¹⁰ Direct contribution to Standard Indicator GNDR-2.

¹¹ Direct contribution to Standard Indicator EG.10.4-2.

TABLE A-I. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q4 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
EG.10.4-5	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) as a result of USG assistance.	0	582,400	544	0.09%	630,000	544	0.09%
EG.10.4-7	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance ¹²	TBD ¹³	1,800	627	34.83%	20,000	627	3.14%
LFP-5	Number of parcels issued a formal document that provides legal certainty (Custom)	TBD	1,800	100	33.61%	20,000	605	3.03%
EG.10.4-8	Number of adults who perceive their tenure rights to land or marine areas as secure as a result of USG assistance ¹⁴	TBD ¹⁵	BL	N/A	N/A	TBD	N/A	N/A
LFP-6	Proportion of households with formalized land who perceive their tenure rights to land or marine areas, as secure as a result of USG assistance (Custom)	TBD	BL	N/A	N/A	67%	N/A	N/A
LFP-9	Number of applications advancing one milestone in the formalization process (Custom)	0	33,600	1,567	4.66%	125,000	1,567	1.25%
LFP-7	Number of documented proof of concept pilots implemented by parcel sweep methodologies (formalization plans)	0	0	N/A	N/A	10	N/A	N/A
LFP-17	Reducing time in massive land formalization projects (Custom)	TBD ¹⁶	N/A	N/A	N/A	TBD	N/A	N/A
LFP-18	Reducing cost in massive land formalization projects (Custom)	TBD	N/A	N/A	N/A	TBD	N/A	N/A
EG.10.4-3	Number of land and property rights disputes resolved by local authorities, contractors, mediators, or courts as a result of USG assistance ¹⁷	N/A	N/A	0	N/A	N/A	0	N/A

¹² Contribution to Standard Indicator through disaggregation of Custom Indicator LFP-5 (includes only adult owners of the parcels that positively achieve property titles).

¹³ EG.10.4-7 and LFP-5 indicator baselines will be collected during the second fiscal year.

¹⁴ Contribution to Standard Indicator through disaggregation of Custom Indicator LFP-6 (the adults of the households surveyed will be calculated).

¹⁵ EG.10.4-8 and LFP-6 indicator baselines will be collected during the first fiscal year.

¹⁶ Land for Prosperity will make an assessment and Performance Indicator Reference Sheets (PIRS) will be developed according to the results. The assessment will result in a protocol to measure indicators LFP-17 and LFP-18 for each of the land sweeps for formalization that the Activity will undertake, as well as the methodology to calculate the baseline.

¹⁷ Direct contribution to Standard Indicator EG.10.4-3

TABLE A-I. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q4 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
LFP-10	Leverage funds from the private sector for formalization (YI).	0	TBD (est. value COP \$75M)	0	0%	15%	0	0%
Xi	Value of USAID investments linked to leveraged funds ¹⁸	N/A	N/A	0	0%	N/A	0	0%
LFP-11	Number of MLOs (Municipal Land Offices) with rural information centers established and working under models proposed (Custom)	BL ¹⁹	4	0	0%	23	0	0%
EG.10.4-4	Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered. ²⁰	TBD	BL ²¹	N/A	N/A	50%	N/A	N/A
LFP-13	Number of information systems in operation and managing land and rural development information (Custom)	0	7	0	0% ²²	35	0	0%
LFP-14	Number of public-private partnerships formed or strengthened as a result of USG assistance (Custom)	0	3	0	0% ²³	25	0	0%
LFP-15	Change in the value of smallholder sales generated with USG assistance (Custom)	TBD	BL	N/A	N/A ²⁴	24%	N/A	N/A
LFP-16	Value of mobilized funds (Ym) ²⁵	0	US \$15,000,000	US \$19,658,030	131.05%	US \$170,000,000	US \$19,658,030	11.56%

¹⁸ Direct contribution to USAID Colombia Mission Indicator Xi.

¹⁹ Land for Prosperity assessed the status of the MLOs in the areas of focus to strengthen these local instances to increase the governance of land and maintenance of the land market transactions.

²⁰ Direct contribution to Standard Indicator EG.10.4-4.

²¹ EG.10.4-4 indicator baseline will be collected during the second fiscal year. The baseline will focus on confirming whether the public (1) knows about the office; (2) can identify one of more services offered by the office; and (3) values services offered.

²² During Year 1, the Activity made progress in the evaluation of the systems designed and implemented by LRDP from the diagnosis of the MLOs and the results obtained in connection with the strengthening needs of the MLOs focused on the establishment of comprehensive systems for the land information management.

²³ The Activity made progress identifying value chains to be strengthened in the regions of Montes de María (yam) and in Southern Tolima (specialty coffee and cacao). In addition, public and private strategic actors were identified. The local COVID-19 context has delayed signing the three PPPs; however, these events are scheduled for mid-October.

²⁴ The baseline shall be established once the PPP agreements are signed and the producers' partnerships are identified. An assessment will be made to determine the sales capacity of the partnerships to determine the criteria that allow monitoring the change of sales, as a result of the Activity support.

²⁵ Direct contribution to USAID Colombia Mission Indicator Ym.

TABLE A-I. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q4 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
Xm	Value of USAID investments linked to mobilized funds ²⁶	N/A	N/A ²⁷	US \$357.335	N/A	N/A	US \$357.335	N/A

²⁶ Direct contribution to USAID Colombia Mission Indicator Xm.

²⁷ N/A because USAID investments (Xm) linked to Third Party Mobilized Funds (Ym) are the specific resources most directly used for the intervention mobilizing the funds, instead of the whole account financing the higher-level intervention, action, component, objective, activity or program. See the "Third Party Funds Definitions and Measurements" for extended definitions.

ANNEX B: ANALYSIS OF INDICATOR PERFORMANCE

Crosscutting EG.3-1. Number of households benefiting directly from USG assistance.

This standard indicator monitors the number of households benefiting directly from USG assistance under Land for Prosperity. A household benefits directly if it contains at least one individual who is a direct beneficiary. An individual is a direct beneficiary if s/he comes into direct contact with the set of interventions (goods or services) provided by the Activity. Individuals who receive training or benefit from Activity-supported technical assistance or service provision are considered direct beneficiaries, as are those who receive a ration or another type of good.

The Activity contributes to this indicator by adding the households of the LFP-1 indicator by means of which efforts to improve the living conditions of rural and urban households that achieve secure tenure of their properties through a positive response to a request related to their land ownership rights, households that access or directly benefit from rural public goods, and households that receive agricultural technical assistance—all will be measured. Additionally, the indicator aggregates households that come from LFP-4 indicator, related to capacity building through training processes.

During this fiscal year, the Activity benefitted 647 households, which represents progress of 56.26% of the FY20 goal (1,150 households) and 1.57% of the LOA target (41,300 households). These households have received a direct benefit since their ownership rights have been recognized (459 households) and received training in economic development land issues (188 households).

Land for Prosperity reported little progress in this indicator due to delays caused by COVID-19, which affected scheduled activities, such as signing PPPs with activity participants. In addition, LFP faced setbacks in pending titling requests in second phase of formalization of the municipality of Ovejas; this too impacted activity progress in several indicators.

Land for Prosperity expects to reach pending goals during the second fiscal year, once activity support to the second phase of formalization of the municipality of Ovejas ends and the program reports technical assistance results obtained during field work sessions with producers that participate in PPPs in Tolima and Montes de María.

Crosscutting LFP-1. Number of households benefitting from USG Assistance for Land Rights an Economic Development Contributing to Citizen Security and Regional Stabilization (Custom).

This indicator measures the efforts of Land for Prosperity to improve the living conditions of rural and urban households in target areas, which permits them to have secure tenure to their land parcels, thereby guaranteeing licit and sustainable livelihoods, allowing their social and economic development, and contributing to citizen security in the territory. A household is benefits directly if it contains at least one individual who is a direct beneficiary with the set of interventions (goods or services) provided by the Activity.

During this first fiscal year, the Activity was able to benefit 459 households with ownership titles, as a result of the Second Implementation Phase of the Mass Formalization Pilot of the municipality, initiated by LRDP, and where the Activity has been promoting to graduate cases that were pending. This progress represents 39.91% of the FY20 goal (1,150 households), 1.11% of the LOA target (41,300 households). Of these beneficiary households, 48.6% comprising women heads of household.

Land for Prosperity acknowledges little progress in this indicator due to delays caused by COVID-19, as explained above. The Activity will reach this indicator during the second fiscal year.

Crosscutting GNDR-2. Percentage of Female Participants in USG Assisted Programs Designed to Increase Access to Productive Economic Resources (assets, credit, income or employment).

This standard indicator monitors the percentage of female participants in USG-assisted programs with increased access to productive economic resources, including a) women who formalize property as head of household or under joint title; b) women who access or benefit from productive infrastructure (irrigation districts or solutions, productive inputs); and c) women who benefit from productive projects.

During this fiscal year, the Land for Prosperity Activity focused its efforts on raising awareness among counterpart entities such as the ANT and the municipal mayors' offices about joint titling to ensure women's rights to access land. The percentage of women who have been formalized as heads of household or in joint titling are 49.60% of women (311). However, although great efforts have been made in the titling processes for couples, it is noteworthy that in the cases of private properties titled by the ANT, to complete the second phase of formalization of the municipality of Ovejas, no title was issued in titling for couples—227 in total were individual titles. The Activity will continue joining efforts and influencing the ANT, expecting to change this trend.

The same did not happen in the case of awarding baldíos, or state-owned unoccupied properties, where 84.47% of the titles issued were to women or couples.

With these results, the Activity achieves 99.20% of the FY20 goal (50%) and of the LOA target.

Crosscutting EG.10.4-1. Number of Specific Pieces of Land Tenure and Property Rights Legislation or Implementing Regulations Proposed, Adopted, and/or Implemented Positively Affecting Property Rights of the Urban and/or Rural Poor as a Result of USG Assistance.

This standard indicator measures the number of specific pieces of legislation or regulations proposed, adopted, or implemented that positively affect the land or property rights of the urban and/or rural poor. A policy/law/regulation/administrative procedure should be reported if it directly or indirectly strengthens the land tenure and property rights of the poor, as defined by national poverty statistics, whether in urban and/or rural areas. This could include, for example, a land policy that seeks to proactively strengthen the rights of the poor and an urban zoning regulation that allows for residents to access services on the basis of legitimate property rights, whether or not they are formally recorded.

During the fiscal year, the Activity focused effort in the regions to promote the inclusion of strategic interventions in the development plans at departmental and municipal levels, as well as in the creation or strengthening of the MLOs.²⁸ The Activity approached this objective by strengthening local land governance, social use planning of the property in the territory and improving legal and economic conditions in the target territories.

The Activity was able to achieve the management of 52 legal instruments during the last quarter, which represents 148.57% of the FY20 goal (35 regulations) and 130.00% of the LOA goal (40 regulations). Thirty-four correspond to administrative acts for approving the development plans—30 municipal and five departmental, nine delegated functions to the planning secretaries, rural development secretariats, and work teams—(Tumaco). This will ensure the formalization of urban fiscal properties and EDPs in

²⁸ Land for Prosperity researched data on the status of the MLOs focused on interventions during Year 1 to build a baseline and identify the requirements for strengthening them, where they had already been created (See indicator LFP-11).

target municipalities, and eight decrees where specific measures were put in place for women's access to decent housing rights, private property, and land formalization and adopted.

The table below presents the total of legal instruments according to the purpose.

Region	Development Plans	MLOs
Bajo Cauca and Southern Córdoba	2	2
Catatumbo	2	2
Meta	3	1
Montes de María	17	6
Sur del Tolima	10	4
Tumaco	1	2
Total	35	17

The following table shows the details of the MLO legal instruments.

Municipality	Creation of MLOs (Delegation of functions)	Gender Decree	Total
Ataco	1	1	2
Cáceres	1	1	2
El Carmen de Bolívar	1	1	2
Fuentedeoro	1	-	1
Ovejas	1	1	2
Planadas	1	1	2
San Jacinto	1	1	2
Sardinata	1	1	2
Tumaco	1	1	2
Total	9	8	17

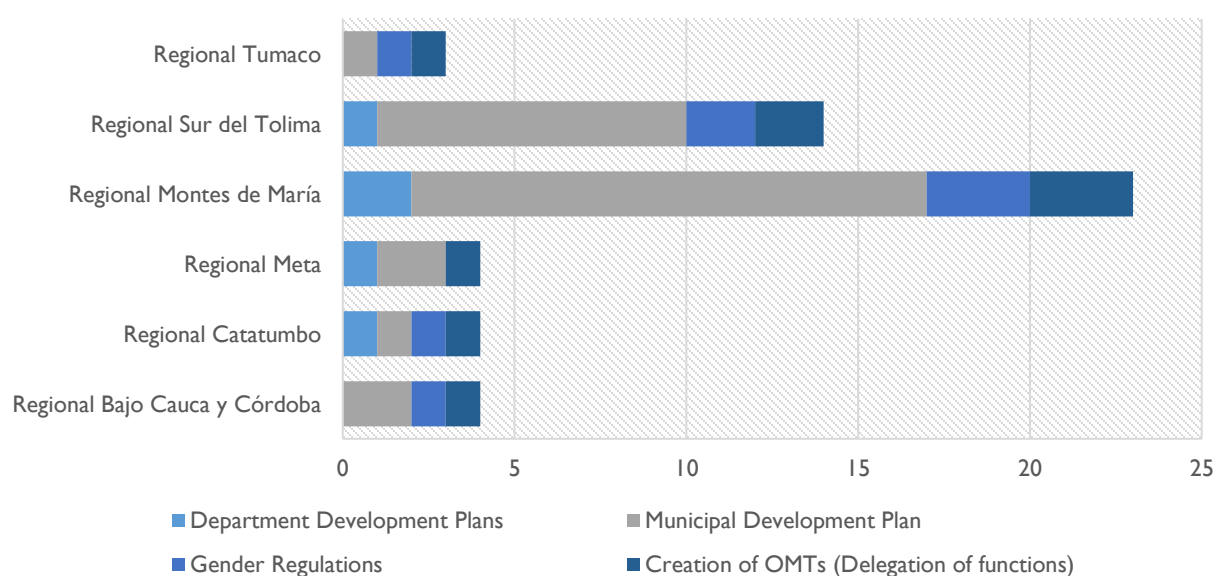


Figure B-1. Legal instruments per region

Land for Prosperity is working on updating the AMELP. The Activity will propose a revised goal for this indicator in the revision, as it surpassed both the fiscal year and the LOA goals.

Crosscutting LFP-4. Number of Government Officials, Traditional Authorities or Individuals Trained in Restitution, Formalization, Public Project Planning, and Information Sharing and Management with Land for Prosperity Assistance (Custom).

This indicator monitors the number of people trained through Land for Prosperity activities. This support includes resources for the trainers, the place where the session will be held, logistics, and all requirements that facilitate knowledge transfer. The LOA goal is 120,000 trained people.

Between July and September, 471 people received training (46.9% are women). This indicator shows progress of 21.04% (accumulated from 749 people) of the FY20 goal of 3,650 people. These training sessions were mostly directed at public officials, members of territorial planning councils (CTP) in target municipalities and departments supported by the Activity in the formulation of territorial development plans, through the implementation of the Component 3 strategy. The trainings were focused on creating awareness in the municipalities and departments to include the strategic land issues in these plans.

Additionally, through Component 1, training processes were carried out for teams of land sweep implementers, to generate the necessary capacities, related to the ANT's implementation methodology, cadastral components, environmental law, crosscutting approaches, illicit crops, among others.

On the other hand, during this quarter, the Activity developed knowledge transfer processes through the Component 2 strategy, from LRDP's experience with MLO creation in the municipalities of Ovejas and Fuentedeoro. These events had wide participation among participants from municipalities and departments, who have shown interest in creating or strengthening the MLOs.

The following figure shows indicator progress per region and sex.

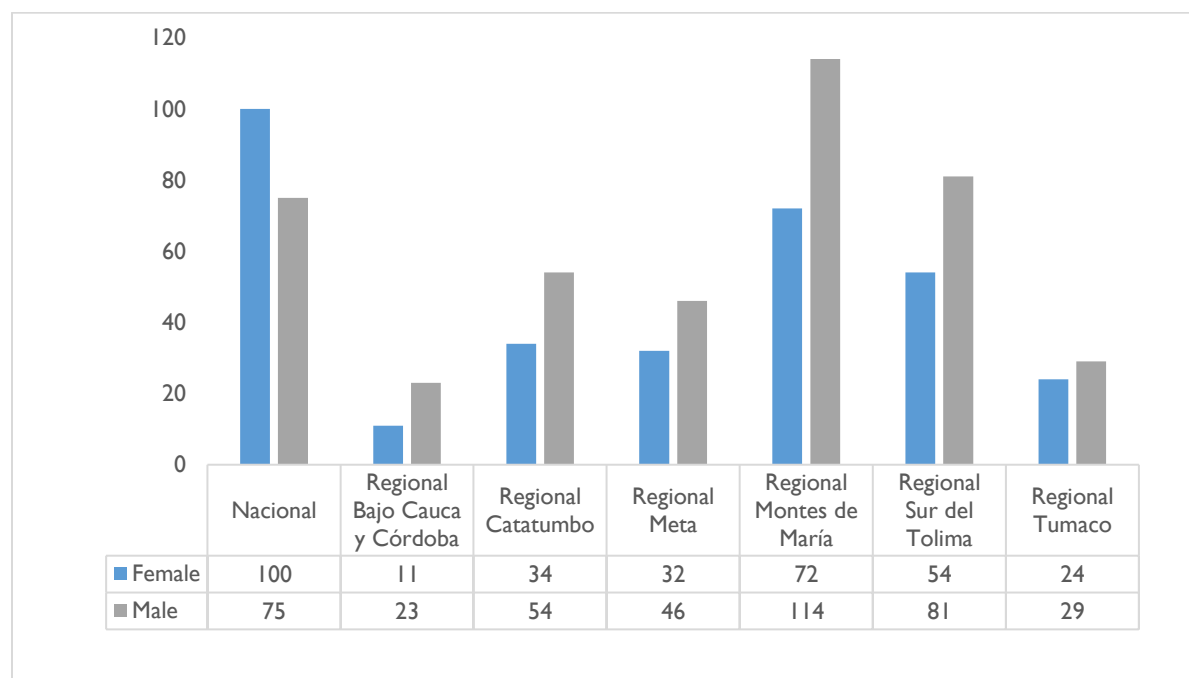


Figure B-2. Progress per region and sex.

The COVID-19 pandemic gravely affected progress in meeting this indicator, as many training activities had to be rescheduled to comply with mandated lockdown that started in March 2020. All in-person training sessions were cancelled while the Activity designed, organized, rolled out and evaluated suitable virtual and remote training alternatives. Other issues impacted this indicator, such as delays in starting formalization pilots, culture of legality, PPP trainings and strengthening local capacities. Now that virtual and remote training experiences have proven effective, LFP expects to meet this goal during the second fiscal year.

Crosscutting EG.10.4-2 Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training.

This standard indicator monitors the percentage of individuals (e.g., public officials, traditional authorities, Activity beneficiaries, and representatives of the private sector) receiving training (including formal on-the-job training) in registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management, resettlement, restitution, or new technologies who correctly identify the key learning objectives of the training 30 days after its conclusion. Land for Prosperity will only measure this indicator in formal training sessions carried out in the framework of parcel sweeps for mass formalization undertaken by the Activity. Formal training sessions are those that have a clear objective, defined methodology, contents, and an agenda of 16 hours or more.

During the last quarter, the Activity carried out training to increase the capacities of partner Consucol's team. For the knowledge management process, eight sessions were held to build capacity for the formulation of the Social Planning of Rural Property for the municipality of FuentedeOro (Meta) and for the implementation of the POSPR in the municipality of Ataco (Tolima), which included different topics that highlighted the methodology of the ANT, legal component, cadastral component, environmental component, differential approach, technological component, and communications strategy, among others.

All (100%) trained in land matters identified the objectives 30 days later and valued that there was an increase in the knowledge acquired. As can be seen in the following table, 47.37% mentioned that their knowledge increase was from 76 to 100%. The total progress represents 200% compared to the FY20 goal (50%) and the LOA target.

TABLEB-3. PERCENTAGE OF INCREASE IN KNOWLEDGE ACCORDING TO GENDER			
Percentage range of increase in knowledge	Female	Male	Total
26 to 50%	5.26%	5.26%	10.53%
51 to 75%	5.26%	36.84%	42.11%
76 to 100%	21.05%	26.32%	47.37%
Total	31.58%	68.42%	100.00%

During the second fiscal year, Land for Prosperity will continue monitoring this indicator following structured training sessions as per indicator requirements.

EG.10.4-5. Number of Parcels with Relevant Parcel Information Corrected or Incorporated into an Official Land Administration System (whether a system for the property registry, cadaster, or an integrated system) as a Result of USG Assistance.

This standard indicator measures the number of parcels (i.e., properties) with relevant parcel information corrected or newly incorporated into an official land administration system (whether a

system for the property registry, cadaster, or an integrated system). This may include parcel rights newly digitized, updated parcel attributes, parcels with boundary revisions or ownership rights corrected, and parcels with newly formalized rights.

During the fiscal year, 544 properties were recently formalized and entered a land management system. This achievement represents 0.09% (582,400) of the FY20 goal and shows progress in the LOA of 0.09% (630,000).

Although progress regarding the indicator's target is minimal, the Activity has carried out actions that evidence an important achievement, taking into account that it will support the SNR Offices through its ORIP, in the digitalization of registry files to guarantee efficient access to historical information on properties, which is expected advance toward the target greatly. This information is necessary in the analysis stages for decision making about real estate property.

The Activity held working groups with the SNR to identify the technical specifications required to digitalize land registration records of eight ORIPs that serve the 10 municipalities targeted by the Activity. This ensures the Activity can carry out massive property sweeps and ensures compliance with the regulations established by the National General Archive as the GOC's regulatory body and guarantees custody of these public instruments that provide legal certainty on real estate property in the country.

However, taking into account the restrictive measures established by the GOC to control the COVID-19 pandemic, which closed the ORIPs, carrying out registration with the eight Public Instrument Registrars was limited, which is a fundamental part of building schedules; and identifying quantities of personnel, times, and all the logistical aspects necessary to carry out the process of collecting the files. In addition, mobility restrictions on the country's roads to transport the boxes with the documents prevented the files from being processed in the time initially planned, making it difficult to meet the goals proposed in the Work Plan.

In conclusion, 525 properties entered the ANT integrated land system, while another 19 entered the Documentary Management System (IRIS) of the SNR Offices. The above is the result of the second phase of implementation of the pilot program carried out in the municipality of Ovejas (Sucre), where the Activity has focused on supporting the ANT in the completion of the cases that presented the greatest challenge, in the framework of the pilot program for the social planning of rural property, carried out in this municipality, as well as in the efforts of the regional teams and the actions developed by the MLOs, through direct implementation to register titles with the ORIP.

Among the results obtained, the recently formalized EDP properties in Sucre and Tolima stand out, nine in the municipality of Ovejas, 29 in the municipality of Ataco, and five in the municipality of Planadas, to reach a goal of 43 public law entities formalized during the FY20.

In the following figure, 42% of the properties that obtained a property title and were entered into a LIS corresponding to *baldíos*, another 47% to private properties, 7% to FNA properties, and 3% to fiscal properties.

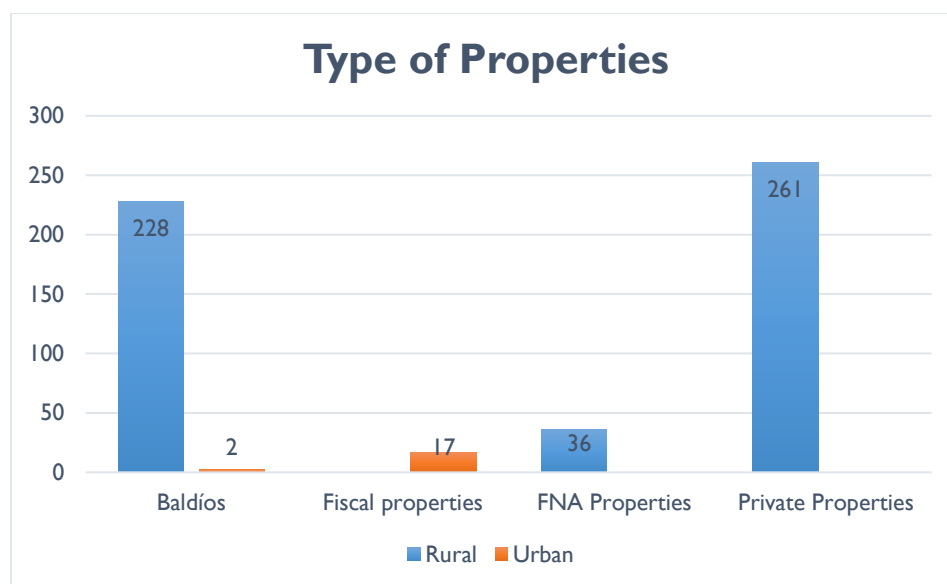


Figure B-3. Formalized new properties entered into official land systems, by type and use

Land for Prosperity will meet the projected target during the second fiscal year.

Component I. Advance Massive Land titling in rural areas along with continued restitution support.

EG.10.4-7. Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance.

This standard indicator tracks the number of adults participating in a USG-funded activity designed to strengthen land or marine tenure rights who received legally recognized and documented tenure rights to land or marine areas as a direct result of USG assistance. The indicator refers specifically to legally recognized tenure rights. Informal tenure systems are excluded. Importantly it does not limit tenure rights to individual ownership rights. Any legally recognized documentation of tenure rights counts under this indicator, regardless of tenure type (e.g., individual, joint, communal, business, or other). Examples of legally recognized documentation may include certificates, titles, leases, or other recorded documentation issued by government institutions or traditional authorities at national or local levels. This Standard Indicator includes only adult owners of the parcels that positively achieve property titles.

During FY20, 627 adults received recognition of their documented tenure rights in ownership titles issued by the ANT, as a result of the Activity's support in the completion of formalization processes in the municipality of Ovejas (Sucre) and rights assignment documents in urban state-owned properties for housing in the municipality of Fuentedeoro (Meta). This progress represents 34.83% of the FY20 goal (1,800) and 3.14% of the LOA target (20,000).

Of the total, 600 adults are located in rural areas and 27 in urban areas; 316 are men and 311 are women, representing 49.60% of the total beneficiaries. The following table details the adult beneficiaries by location and gender.

Region /Municipality	Male	Female	Total Adult beneficiaries
Montes de María			

Ovejas	305	295	600
Meta			
Fuentedeoro	11	16	27
Total	316	311	627

Land for Prosperity expects to meet the projected target during the second fiscal year as Activity support to the second phase of formalization of the municipality of Ovejas reports titles.

Indicator LFP-5. Number of Parcels Issued a Formal Document That Provides Legal Certainty.

This a custom indicator monitors the number of parcels that obtain a formal document that provides legal certainty of land tenure as a result of a massive formalization or on-demand formalization process supported by the Activity, while prioritizing land restitution processes as part of a wider support to land titling. A formal document can be obtained by means of a) a title deed in the name of a person, whereby such person is credited and recognized as the holder of the property right; or b) an administrative resolution that does not provide title but does establish a formal record of the right to a property. The LOA goal is 20,000 parcels.

During the fourth quarter, 100 properties were added to the FY20 and LOA goals. In total, in FY20 the Activity supported 605 properties that are reported with legal certainty. Of these, 552 properties are pending requests as a result of the accompaniment and follow-up carried out by LFP to complete the mass formalization process in the municipality of Ovejas. In addition, in the Tolima region, the Activity supported ANT in its effort to complete EDP processes, as delivered to the ANT by LRDP. As a result of this support, 34 EDPs (33 schools and one sports center) were formalized. In Meta, 17 free assignments of state-owned goods for housing and two unoccupied properties awarded to the municipality were achieved, as a continuation of LRDP's efforts to support the Mayor's Office of Fuentedeoro in this task.

Of properties that obtained legal certainty, 544 are property titles (230 *baldíos*, 261 private, 36 of the FNA and 17 public properties or EDPs), of which 482 are registered,²⁹ and 61 properties have denial resolutions whose administrative acts, although they do not grant the title, close the administrative proceeding by not declaring the title, but warning the applicant that the decision made is not an impediment to filing a new application for the title, once the requirements of law have been met.

With this progress, 605 properties achieved legal certainty in the financial year, which represents progress in the FY20 goal of 33.61% (1,800) and of the LOA of 3.03% (20,000).

TABLE B-5. PROPERTIES WITH ISSUED TITLES ACCORDING TO THE LEGAL NATURE, PER REGION AND LEGAL NATURE

Region /Municipality	Baldíos (persons)	Private (persons)	EDP	FNA	(fiscal)	Total Properties
Montes de María						
Ovejas	219	227	9	36		491
Tolima						
Ataco			29			29
Planadas			5			5
Meta						

²⁹ See report in the LFP-9 indicator.

Fuentedeoro	2				17	19
Total	221	227	43	36	17	544

Of the 544 titles granted, 43 were arranged for public legal entities: three for sports spaces, which benefit the student population and one community park (sports center, soccer field, and park); 38 to educational institutions contributing to the municipal development, a community hall and a potable water pumping station.

TABLE B-6. TITLES ISSUED, PER BENEFICIARIES						
Region /Municipality	Type of beneficiaries					Total
	Male	Female	Couple	Municipal Mayor's Office	EDPs	
Montes de María						
Ovejas	177	154	151		9	491
Tolima						
Ataco					29	29
Planadas					5	5
Meta						
Fuentedeoro	2	5	10	2		19
Total	179	159	161	2	43	544

Land for Prosperity expects to meet the projected target during the second fiscal year as Activity support to the second phase of formalization of the municipality of Ovejas progresses.

LFP-9. Number of Applications Advancing One Milestone in the Formalization Process (Custom).

This indicator monitors the sum of the milestones or key steps completed in the land formalization process related to the applications supported under Land for Prosperity. This includes cases that are processed on the case-by-case approach (on demand) and cases that are processed under the area-wide massive formalization pilots (supply driven). This indicator is considered important since it will allow the Activity to measure progress in formalization processes progressively over time as parcels move through the required steps.

During the last quarter of FY20, the Activity managed to achieve 1,567 key milestones, in which applications for formalization advanced, representing 4.66% of the FY20 goal (33,600) and 1.25% of the LOA goal (125,000). Of the milestones, 948 correspond to applications for massive formalization and 619 are for on-demand formalization processes. Activity progress in meeting this indicator is minimal; however, Land for Prosperity will reach the projected target in the second fiscal year, once data preparation takes place for formalization pilots in Ataco, Cáceres, San Jacinto and El Carmen de Bolívar.

Milestones of Massive Formalization. The Activity will monitor six key milestones in the massive formalization processes, such as preparation, parcel visit, enrollment sessions, opening documents, closing resolution, and registration in the official registry file. Due to Activity focus on promoting the completion of the more difficult cases of the pilot project in Ovejas, and the social planning of rural property in the Municipality of Ovejas (Sucre), the Activity was able to extract lessons learned in all the planning routes (properties with environmental restrictions, FNA properties, use agreements, properties with land restitution overlap), which will be applicable to future massive formalization projects. Fourteen properties obtained an opening document or an application for formalization file.

Of 506 properties able to obtain a closing resolution of the process, 446 correspond to issued titles and 60 correspond to denials of the application for formalization (11.8%), and 49.01% of the issued titles completed the last step in the formalization process (registration with the ORIP).

TABLE B-7. TOTAL KEY MILESTONES IN MASSIVE FORMALIZATION	
Milestone	FY2020
Step 4 - Opening document	14
Step 5 - Closing Resolution	506
Step 6 - Registration in the official registry file	428
Total	948

Milestones of Case-by-case (demand driven) Formalization. The Activity will monitor six key milestones of the case-by-case processes, such as data preparation, diagnostics, preliminary analysis, topographical data, technical report (judicial - cadaster), processing and delivery of a resolution, submission to registry and registration in the official registry file. In this sense, the Activity has promoted the EDT applications in Tolima before the ANT, in the municipalities of Planadas and Ataco, whose files had been made up by the LRDP, achieving 34 formalized properties.

On the other hand, the Activity has advanced the MLO strengthening of Fuentedeoro, reviewing the draft agreement before the municipal council, through which the mayor was granted the authority to assign urban state-owned properties free of charge; at the same time, coordination with the SNR was managed with the support of the Activity, which allowed the registration of the titles before the ORIP. This process made it possible to obtain 19 titles whose specific use is for housing, and they correspond to urban properties. Of the total number of milestones achieved in the on-demand formalization process, 99 milestones correspond to milestone 4—closing resolutions of processes (99 titles), and 54 properties completed milestone 6—registration before the ORIP (54.54% of the total number of issued titles). Lastly, the Activity carried out preliminary analyses and legal-cadastral reviews of 200 FNA parcels in Ovejas (see milestones 1 and 3 in table B-8). This work showcases Activity support to ANT to process complex cases, pending from the first phase of the formalization pilot.

TABLE B-8. TOTAL KEY MILESTONES IN ON-DEMAND FORMALIZATION	
Milestone	FY2020
Step 1 - Such as data preparation, diagnostics, a preliminary analysis	200
Step 3 - Technical report (judicial - cadaster)	200
Step 4 - Processing and delivery of a resolution, sentence, or registered deed	99
Step 5 - Submission to registry;	66
Step 6 - Registration in the official registry file	54
Total	619

LFP-10. Leverage funds from the Private Sector for Formalization (YI).

This custom indicator measures Land for Prosperity's efforts to leverage funds from the private sector to formalize property (through small-group, on-demand processes) or by investment in the parcel sweep or mapping phase of supply driven massive formalization pilot projects. This indicator contributes to USAID Colombia Mission Indicator (Value of leveraged Funds (YI)) (Through of Disaggregation)

Funds must meet certain criteria in order to be reported and counted as leveraged. The private sector ally must invest resources in the same activity, timeframe and target region. In addition, beneficiaries must benefit from both the Activity and the private sector ally interventions.

In the first fiscal year, Land for Prosperity worked with partner Suyo to identify potential partners in private sector. As a result of Activity-partner work, Land for Prosperity developed a tool to implement a strategy to involve the private sector in formalization and a guide to identify and prioritize private sector partners in all target regions. In the second fiscal year, Land for Prosperity will conduct one-on-one meetings with potential partners to establish a roadmap and following steps. The Activity will also determine a mechanism that will allow private sector partners to become involved and contribute funding for formalization activities. Land for Prosperity expects to achieve the indicator target during the second fiscal year.

Component 2. Strengthen Local Capacity to maintain formalized land transactions

LFP-11. Number of MLOs (municipal land offices) with Rural Information Centers established or strengthening and working under models proposed (custom).

This custom indicator measures the number of MLOs established and working under models proposed with the support of Land for Prosperity. An office is considered established (created or strengthened) after construction, provision and installation of equipment, and mobilization of new staff as required to be functional.

An MLO is created through a municipal decree that establishes the creation of a work team with three professionals in the areas of law, social sciences, and topography or cadastral engineering. Although it must not be limited to this specific number and profile, it is important to have technical, legal, and social skills. An MLO is strengthened when the Activity supports an MLO that was created by Land for Prosperity or by other USAID programs or by the government. The support is represented by the provision of technological equipment, furniture, LIS, infrastructure, or training or technical assistance to improve its functions in citizen services, solve urban formalization cases, and provide guidance on cadastral updates, land transaction procedures and rural development issues.

To report progress of the indicator, the Activity will count support provided through the creation of new offices or when an existing MLO is strengthened. During Year 1, the Activity used the Component 2 diagnosis regarding the status of the MLOs that had been constituted and strengthened by LRDP, funded by USAID.

The exercise was conducted during the months of March and April 2020 for the application of a diagnostic instrument and to investigate the willingness and guidelines of the current municipal administrations regarding the processes of property regularization established in their Territorial Development Plans (2020-2023).

The methodology used interviews conducted with key actors of the current municipal administrations, completing a diagnostic instrument, in 14 municipalities of seven departments prioritized by the Activity, as shown in the following table:

TABLE B-9. MUNICIPALITIES WHERE THE DIAGNOSIS WAS CONDUCTED	
Department	Municipality
Tolima	Ataco
	San Antonio
	Planadas
	Chaparral
	Rioblanco
Meta	Fuentedeoro

TABLE B-9. MUNICIPALITIES WHERE THE DIAGNOSIS WAS CONDUCTED	
Department	Municipality
	Puerto Lleras
	El Castillo
Bolivar	El Carmen de Bolivar
	San Jacinto
Sucre	Ovejas
Nariño	Tumaco
Norte de Santander	Sardinata
Antioquia	Cáceres

On the other hand, the review of primary and secondary sources of information such as the Territorial Form (FUT) of the GOC's General Accounting Office, the draft municipal development plans, and complementary information provided by the Regional Coordinators and consultants of the Activity's development plans.

The main findings related to the current situation of the MLO show that out of 14 municipalities consulted, only 5 (36%)³⁰ show MLOs in operation to date. However, none of them has a decree or a regulatory instrument in force that supports the establishment of the MLO, the gender decree, and/or the powers of the municipal council to the mayor's office for the free-of-charge legalization and transfer of state-owned assets and urban unoccupied properties for the purposes of social interest housing and priority interest housing.

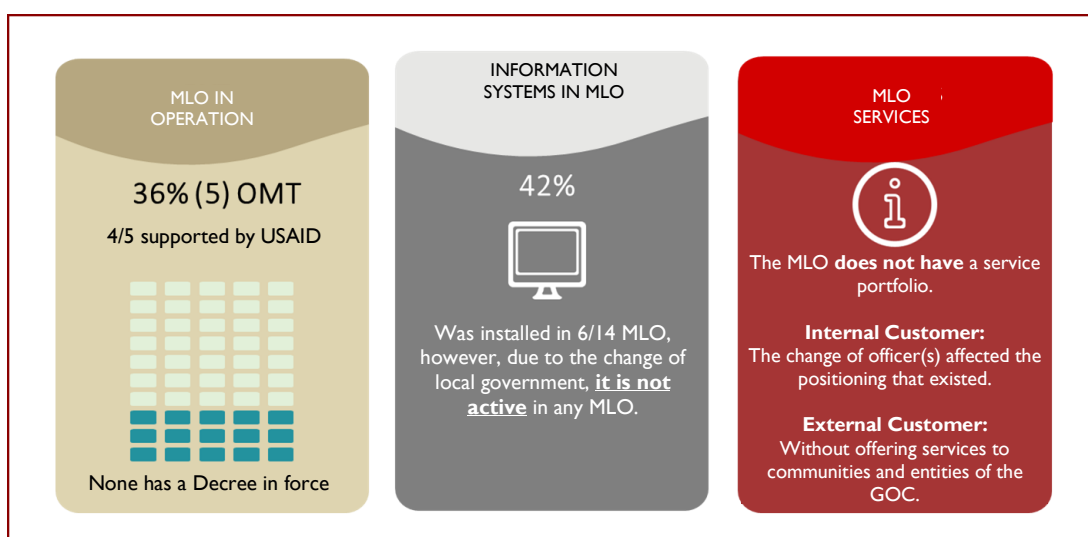


Figure B-3. Results from the MLO diagnosis

In addition, most of them do not have a portfolio of external services to guide and address the needs of citizens regarding public land policies, nor to collect key information on the current state of urban properties, the procedures to regularize the properties where EDTs are located and/or the traceability of formalized or ongoing formalization of urban properties, restitution orders in post-ruling stage for victims, and cadastral updating.

³⁰ San Andrés de Tumaco (Nariño), San Antonio, Rioblanco, Ataco (Tolima), El Castillo (Meta)

As for the information systems implemented for local land management, at least one system was installed in six of the 14 municipalities³¹ to improve access to land management information at the municipal level. Nonetheless, to date, none of them are in operation.

On the other hand, it was possible to identify the current situation regarding the provision and adequacy of spaces for functioning, the municipal economic characteristics; just as it was possible to provide the primary conclusions and recommendations that will allow the Activity to prioritize the processes of strengthening and creating MLOs from the results obtained.

In this regard, the Activity made progress in supporting municipal administrations to achieve nine resolutions of delegation of functions in the secretaries of Planning and Rural Development. This will allow the formalization of urban state-owned properties and EDPs in target municipalities. Furthermore, the Activity facilitated the issuance of eight decrees through which gender-specific measures are adopted for access to decent housing, private property and land formalization. Likewise, it was possible to provide MLOs with the work teams that will facilitate the identification of properties and support the formalization of urban properties.

In the next months, the Activity will make the identified adjustments to the land management information systems and the endowments required for the operation of MLOs. Once these steps are completed, the Activity will report the fulfillment of the targets set for this indicator and reach the intended target.

Component 3. Strengthen Land Governance and Economic Development through Strategic Public-Private Partnerships (PPP)

LFP-16. Value of mobilized funds (Y_m).

Mobilized funds are all resources enabled as a result of USAID direct interventions that are committed or obligated by public or private third-party entities to achieve development objective(s), but are not directly invested in the implementation of USAID interventions. USAID direct interventions linked to these mobilized funds include technical assistance (building capacities and regulatory and fiscal policy support), trainings, assessments, and information or database interventions that have the concrete purpose of enabling their mobilization. Custom Indicator PO3 contributes to USAID Colombia Mission indicators (Value of Mobilized Funds (Y_m)) (Direct).

In the fourth quarter, the Activity managed to mobilize COP \$55,042,484,413 (US\$19,658,030³²), representing cumulative progress for the fiscal year of 131.05% compared to the FY20 goal (US\$15 million) and 11.56% compared to the LOA target (US\$170 million).³³ Mobilized resources are related to 35 Development Plans (five departmental, 30 municipal) supported in the target regions, to influence the inclusion of strategic interventions (17 in Montes de María, 10 in Tolima, 3 in Meta, 2 in Bajo Cauca and Sur de Córdoba, 2 in Catatumbo, 1 in Tumaco).

The main strategic lines where the Activity achieved a greater impact are property sweep and social planning of the property, public goods and services associated with value chains, crosscutting approaches, formalization of urban properties, local strengthening in land management, and strengthening of value chains (public-private partnerships [PPPs]).

³¹ Ataco, Rioblanco, San Antonio (Tolima), Ovejas (Sucre), Fuentedeoro, El Castillo (Meta)

³² Exchange rate COP \$2,800 per USD \$1.

³³ Land for Prosperity is working on updating the AMELP. The Activity will present indicator goals in COP, as per Mission requirements and to avoid confusion and misreporting when stating amounts in USD.

The tables below provide a breakdown of the resources mobilized by region.

TABLE B-10. MOBILIZED FUNDS, BY REGION		
Region	Mobilized resources (COP \$)	Mobilized resources (USD \$)
Bajo Cauca and Southern Córdoba	\$ 5,116,500,000	\$ 1,827,321
Catatumbo	\$ 6,710,000,000	\$ 2,396,429
Meta	\$ 9,713,577,418	\$ 3,469,135
Montes de María	\$ 18,069,642,665	\$ 6,453,444
Tolima	\$ 12,943,839,599	\$ 4,622,800
Tumaco	\$ 2,488,924,730	\$ 888,902
Total COP	\$ 55,042,484,413	\$ 55,042,484,413
Total USD	\$ 19,658,030	\$ 19,658,030

The following table breaks down the mobilized resources in the six strategic lines where the Activity had an impact. In general, the lines of public goods and services associated with value chains and the strengthening of value chains through PPPs are the ones that achieved the greatest allocation of resources in the development plans.

TABLE B-11. MOBILIZED FUNDS, BY STRATEGIC LINES		
STRATEGIC LINE	MOBILIZED FUNDS COP \$	MOBILIZED FUNDS USD \$
Property sweep and social planning of the property	\$ 7,196,134,447	\$ 2,570,048
Public goods and services associated with value chains	\$ 22,105,451,234	\$ 7,894,804
Cross-cutting approaches	\$ 3,400,852,058	\$ 1,214,590
Formalization of urban properties	\$ 2,913,279,486	\$ 1,040,457
Local Strengthening in Land Management	\$ 2,084,783,682	\$ 744,566
Strengthening of value chains – PPPs	\$ 17,341,983,506	\$ 6,193,566
Total COP	\$ 55,042,484,413	\$ 55,042,484,413
Total USD	\$ 19,658,030	\$ 19,658,030

At the regional level, this same trend continues, achieving the strategic lines of public goods and services associated with value chains and the strengthening of value chains in greater amounts of committed resources. The property sweep and social planning line is also reflected with a significant percentage as shown in the following graph.



Figure B-3. Mobilized funds, strategic lines by regions

(Xm). Value of USAID investments linked to Mobilized Funds.

USAID investments linked to mobilized funds are the resources used (executed) by the Mission for direct interventions with the concrete purpose of enabling third party mobilized funds (Y_m). Since mobilized funds (Y_m) obligated by third parties are the result of concrete USAID interventions that already happened, USAID resources financing these interventions must also have been executed. There is then a difference between the investment stage of mobilized funds (obligated) and the investment stage of USAID fund mobilizing them (executed). This indicator contributes to measurement of the catalytic effect of USAID/Colombia unlocking the resources of other development actors. USAID, implementing partners, governments, and the development community may track the maximized effect of USAID assistance more concretely.

During this year, the Activity invested COP \$1,000,539,089 (US\$357,335³⁴) to mobilize resources to ensure that the strategic interventions included in the departmental and municipal development plans will have committed resources. For every COP \$1 invested by USAID, COP \$55 have been mobilized.

TABLE B-12. RELATIONSHIP BETWEEN INVESTED FUNDS AND MOBILIZED FUNDS		
	FY20	TOTAL
Value of USAID investments	COP \$	\$1,000,539,089
	US\$	\$357,335

³⁴ Exchange rate COP \$2,800 per USD \$1.

Mobilized funds	COP \$	\$ 55,042,484,413
	US\$	\$ 19,658,030

Context Indicators

Context indicators track external variables, which could affect the implementation of the Activity Work Plan and depend on the management, execution, and control of third parties or on climate or environmental patterns. The Activity will collect data from a variety of secondary sources on a regular basis (annually or quarterly) to provide additional context in comparison with primary data and anecdotal information collected by the Activity in the regions about the local situation. This information will be collected by one or more subcontractors and used to inform Activity senior management, USAID, and national and regional counterpart entities about changing patterns.

TABLE B-13. CONTEXT INDICATORS		
CONTEXT INDICATOR	NAME OF INDICATOR	CONTRACTOR AND STATUS
CI-1	Number of hectares of illicit crop in the selected municipalities/ departments	FIP. BL established in Q4 for all municipalities of the Activity with the presence of illicit crops
CI-2	Number of land titles issued/registered by GOC – restitution and formalization (Contributes to citizen Security USAID Objectives)	DNP Consultant. The activity made progress in designing the methodology. With ANT and SNR, dialogues have been established to define clear channels for obtaining information periodically.
CI-3	Value of public rural investment in the selected municipalities/ department	C-Analysis, Agreement signed in Q4. It is expected to collect baseline data in Q1FY2.
CI-4	Value of GOC's investment in land administration systems (Contributes to Citizen Security USAID Objectives)	C-Analysis, Agreement signed in Q4. It is expected to collect baseline data in Q1FY2.
CI-5	Weather conditions monitoring for risk management of USG investment	C-Analysis, Agreement signed in Q4. It is expected to collect baseline data in Q1FY2.
CI-6	Tax Collection value due to property tax in selected municipalities	C-Analysis, Agreement signed in Q4. It is expected to collect baseline data in Q1FY2.

CI-1. Number of Hectares of Illicit Crop in the Selected Municipalities/Departments.

This context indicator monitors the area measured in hectares of the illegal crops located in the municipalities where Land for Prosperity carries out interventions.

The Land for Prosperity Activity, through FIP, joined forces on joint objectives; one of which is to track the behavior of this context indicator, which allows the baseline to be established, using 2018 as a reference.

The analysis was carried out from the following dimensions: 1) the distribution of coca crops and their permanence over time; 2) the production and prices of coca leaf; 3) state intervention—through forced and voluntary eradication; 4) the identification of coca crops in protected areas, Indigenous reservations, and community councils; and 5) the process of expansion and contraction of areas with coca crops (contagion and spillover effects).

Each of these dimensions is based on a regional analysis, and then address the municipal level and finally put focus on the three municipalities where the massive sweep of coca crops will be made (Sardinata in Norte de Santander, Cáceres in Antioquia, and Tumaco in Nariño).

Distribution of coca crops and their permanence over time. Of the 79 municipalities in which the Activity operates, in 2018, 39 (49%) were affected by coca crops, according to UNODC's Integrated Illicit Crop Monitoring System (SIMCI). Compared to 2010, this percentage has ranged from 41% (2012) to 51% (in 2016) of the total municipalities of the Activity.

In 2018, 69,479 hectares of coca were identified in these 39 municipalities, representing 41% of the national total. The number of hectares cultivated with coca began to rise in 2012 when 15,333 hectares were counted and reached its highest peak in 2017 with 70,629 hectares—that is, the cultivated extension tripled in five years.

While in 2010 coca crops in the municipalities of the Activity represented 30% of the national total, this percentage rose to 41% in 2018. But this distribution is not homogenous. As is also the case at the national level, coca is concentrated in certain territories.

In 2018, three municipalities had 54% of coca crops in target municipalities: Tibú in Norte de Santander (16,096 ha.), Tumaco in Nariño (16,046 ha.) and Sardinata, also in Norte de Santander (5,487 ha.).

It is important to mention that in terms of the number of coca crops, it is possible to identify three groups in 2018: municipalities that have more than 5,000 hectares, i.e., the three municipalities listed above; those with more than 1,000 hectares but less than 5,000 (in this group there are nine municipalities); and those with fewer than 1,000 (which are the vast majority of 27 municipalities).

Reaffirming the tendency to concentration, as can be seen in the graph below, in 2012 these three types of municipalities did not have a noticeable difference from each other, but this changes from 2013. In 2016, three municipalities concentrated 62% of the total coca planted in the municipalities of the Activity. In other words, the effects of growth have not been seen with the same intensity in the different municipalities.

As for 2018, of the 39 municipalities of the Activity with coca, in 20 (51%) there were decreases from 2017, highlighting Tumaco in Nariño, with a decrease of 3,470 hectares and La Macarena in Meta where the drop was 1,087 ha. Meanwhile in Tibú and Sardinata in Norte de Santander, the increases were 2,411 ha. and 1,375 ha. respectively.

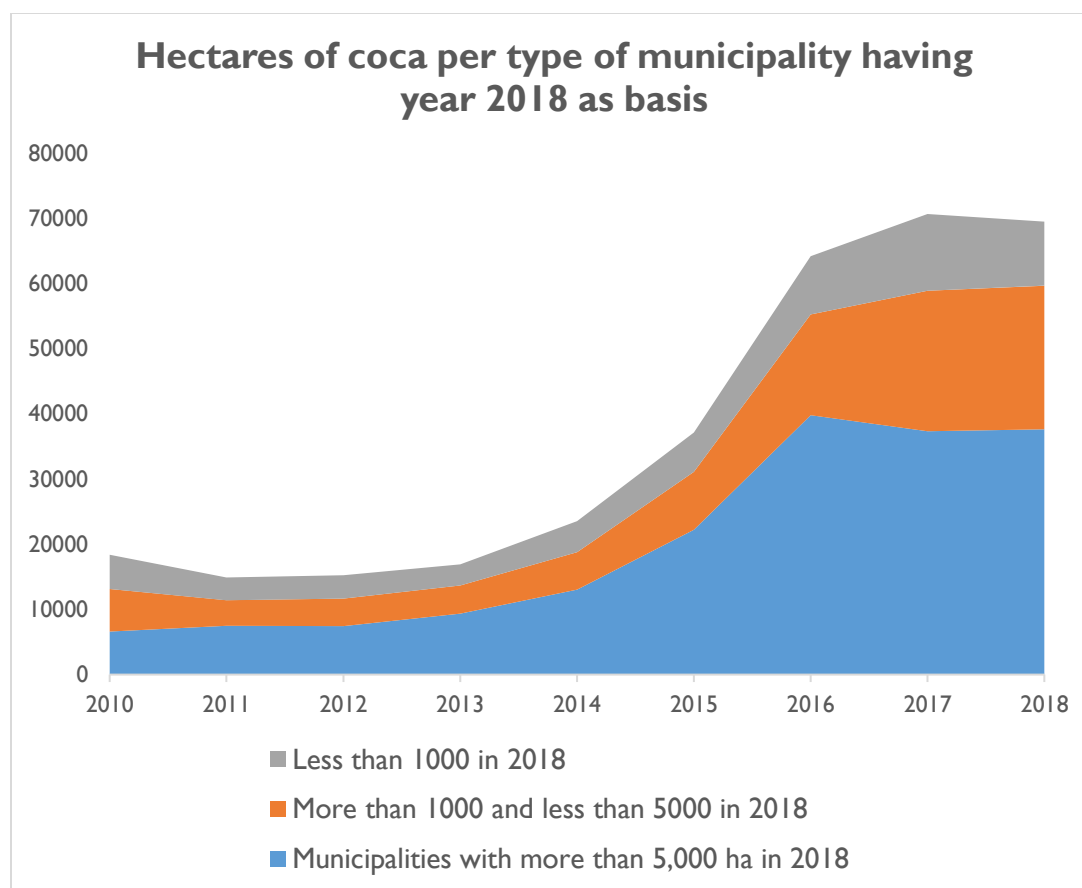


Figure B-4. Hectares of coca per type of municipality

The most notable increase was in Catatumbo. As can be seen in the graph, in 2010 the number of coca hectares was lower than that of the other regions, with the exception of Bajo Cauca and Southern Córdoba, but from 2015 it began to show a noticeable increase with its highest point in 2018. This is the fastest growing core nationally, with notable increases in the municipalities of Tibú, Sardinata, Teorama, and El Tarra. Tumaco also has an accelerated rise that reaches until 2016, at which point it begins to decline. 2018 is the first year, after more than eight years in which this municipality ceases to be the one with the most coca hectares in the count.

In Bajo Cauca and Southern Córdoba in 2018, coca crops stabilize, but remain at a very high point. While in the municipalities of Antioquia, there are decreases amid intense forced eradication operations; in Córdoba, in the municipalities of Puerto Libertador and Montelíbano there are decreases, and in Tierralta there is a rise.

In Meta, the number of hectares is much lower and in Northern Cauca, this activity, in relative terms, is not relevant—stands out as a marijuana-producing region.

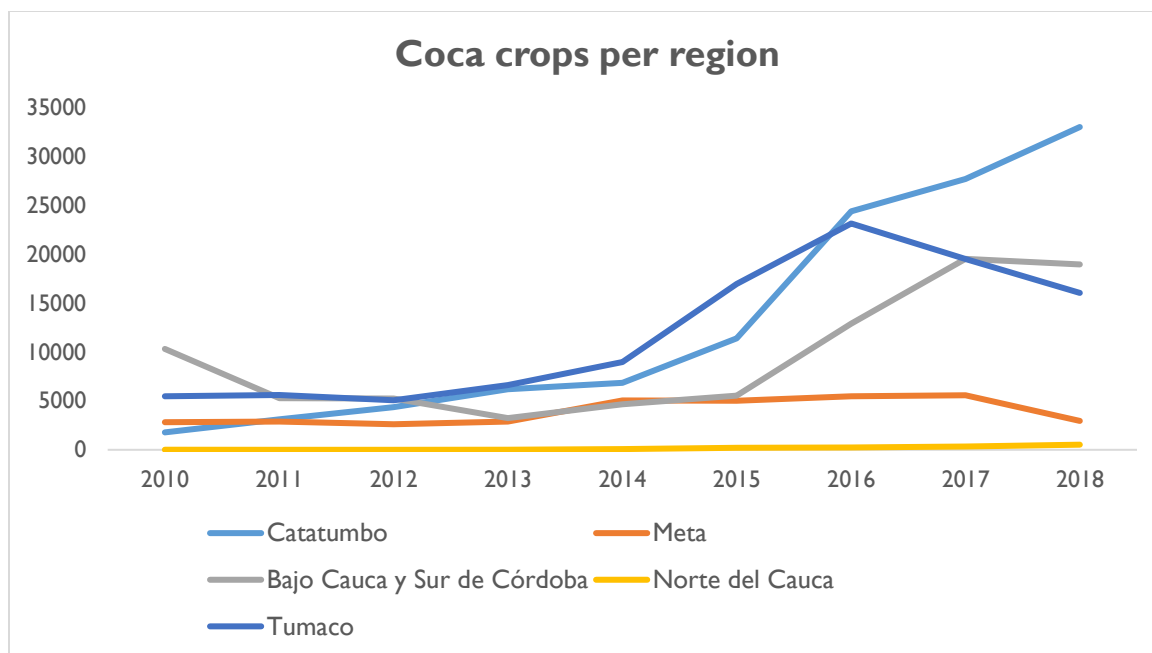


Figure B-5. Coca crops per region

Regarding the persistence of coca crops, one important fact to note is that 27 of the municipalities of the Activity (69%) with coca in 2018 had 10 years or more affected by coca crops, this proportion nationally is 25%. In addition, in eight municipalities (22%) crops have been intermittent and in four municipalities the impact is recent; i.e., it began to appear in the three years prior to 2018. In the latter group there are the municipalities of Caloto, Corinto and Miranda in Cauca, as well as Caucasia in Antioquia.

The 35 municipalities of the Activity that had coca crops in 2017, continued with these plantations in 2018. In the last year, 11 target municipalities (28%) had less than 100 ha. of coca. In these places, a specific action focused on reducing vulnerability and breaking the relationship that communities are beginning to create with this illegal economy could contribute to rapid decline. As can be seen, most of these municipalities are in the departments of Meta and Cauca.

Regarding municipalities in which the mass sweep will take place, reference has already been made to Tumaco and Sardinata. In the first of these target municipalities, there was a rapid growth that had its highest peak in 2016, after which it has had a significant decrease. In Sardinata in Norte de Santander, growth has been more progressive, in the middle of a region that like Catatumbo has had a very rapid increase in coca crops in recent years. Then there is Cáceres in Antioquia, which in 2018 had a reduction and is well below the two municipalities above.

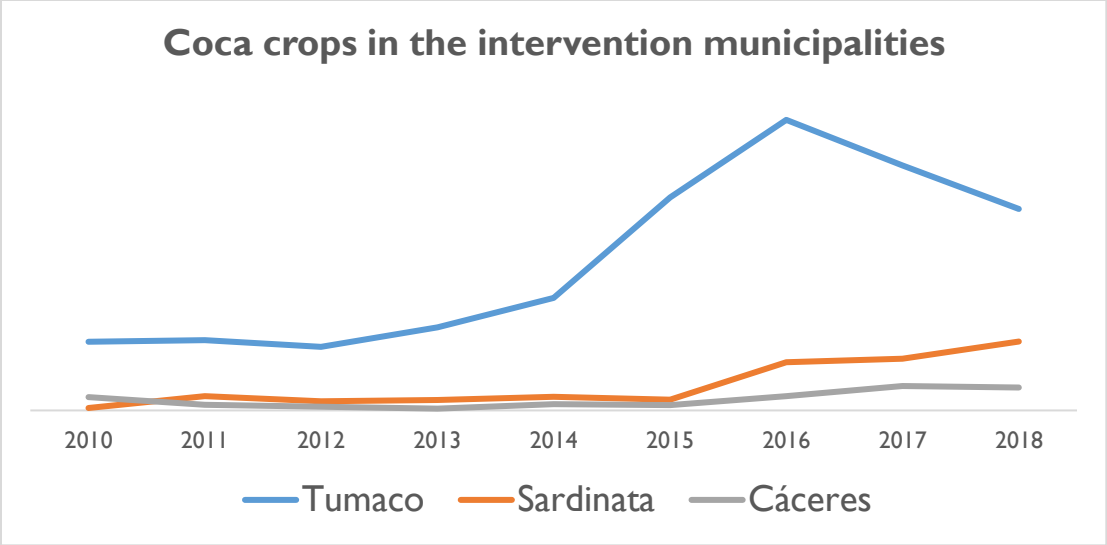


Figure B-6. Coca crops in municipalities with intervention of integral property sweep

ANNEX C: PENDING FY2020 DELIVERABLES AND APPROVED AND PENDING ACTIVITIES

TABLE C-I. PENDING FY2020 DELIVERABLES				
NO	FIXED-FEE TO DELIVERABLE	CONTRACTUAL DEADLINE	SUBMISSION DATE	JUSTIFICATION
1	(CI) Mechanisms to develop the capacity of between one and three local sub-recipients developed and implemented	September 30, 2020	Presented to COR: November 5, 2020	NA;
2	(CI) 8-12 documented proofs of concept of massive formalization/registration pilots through adjusted parcel sweep methodologies developed with target municipalities by expanding the LRDP supported pilot in Ovejas, Sucre	September 30, 2020	Estimated Submission: July 23, 2021	Parcel sweep schedule changes
3	(CI) Implementation of adjusted massive land titling methodology in selected regions with and/or at risk of illicit crop cultivation	September 30, 2020	Estimated Submission: April 23, 2021	Parcel sweep schedule changes
6	(CI) Community participation and decision making in the definition, implementation and oversight of massive formalization efforts supported (active participation)	September 30, 2020	Estimated Submission: February 19, 2021	Parcel sweep schedule changes
11	(CI) Inclusion of local stakeholders (local governments, community, academia, the private sector, and organizations representative of marginalized groups, among others) to secure land titles and maintain formal land tenure	September 30, 2020	Estimated Submission: September 24, 2021	Parcel sweep schedule changes
13	(CI) Incorporation of conflict resolution mechanisms and capacity in selected regions to address land conflicts that prevent the issuance of land titles	September 30, 2020	Estimated Submission: January 8, 2021	Parcel sweep schedule changes
17	(CI) Promotion of women-ethnic and youth-led organizations and initiatives fostered	September 30, 2020	Estimated Submission: March 19, 2021	Parcel sweep schedule changes
22	(CI) Implementation of innovative ways to advance massive land formalization in targeted municipalities in themes such as the survey and map parcels, use of technological tools to reduce costs, and partnerships with academia to secure sustainability and knowledge transfer through innovative mechanisms to train and build local capacity to sustain land formalization once the Activity ends	September 30, 2020	Submitted Case 140 November 17, 2020	Pending concept note. Suyo in charge of collecting the documents from Universities
23	(CI) Promotion of increased women-, youth-, ethnic-, and other populations in conditions of vulnerability-led organizations participation fostered in private sector formalization initiatives	September 30, 2020	Submitted Case 122 October 22, 2020	Pending the verification method. Letter of intention from Cafisur received September 24
43	(C3) Partnerships with academia when and where relevant to transfer knowledge and build this capacity	September 30, 2020	Estimated Submission: January 25, 2021	Delays in the contractual process
44	(C3) International expertise and implementation of cross-learning agendas across targeted departments and municipalities in Colombia	September 30, 2020	Estimated Submission: December 11, 2020	Pending activities to complete by Victor Endo
46	(C3) Implementation of innovative knowledge transfer and training models used in capacity building of subnational governments	September 30, 2020	Estimated Submission: February 5, 2021	Delays in the contractual process

TABLE C-1. PENDING FY2020 DELIVERABLES				
NO	FIXED-FEE TO DELIVERABLE	CONTRACTUAL DEADLINE	SUBMISSION DATE	JUSTIFICATION
47	(C3) Incorporation of tailored socioeconomic opportunities for youth in public-private partnerships	September 30, 2020	Estimated Submission: December 18, 2020	Delays in the PPP conformation process
52	(C3) Public-private partnerships established or strengthened in which both sectors play a strategic role to achieve inclusive development and land formalization	September 30, 2020	Presented to USAID: November 12, 2020	Delays in the PPP conformation process
54	(C3) Incentivize and support the private sector to go beyond its corporate social responsibility efforts to play an effective role in inclusive agricultural transformation in rural areas, so that the financial benefits accrue not only to large investors but also to communities	September 30, 2020	Estimated Submission: February 4, 2021	Delays in the definition of this FFD. Ongoing contractual process.
57	(C3) Provision of local entities with guidance, tools, training, resources, and definite roles and responsibilities for gender, ethnic, youth, and other populations with conditions of vulnerability integration in program planning, design, implementation, monitoring, evaluation, and reporting	September 30, 2020	Estimated Submission: March 19, 2021	Delays in the contractual process

In addition, USAID reviewed and provided technical concurrence to 32 activities:

TABLE C-2. ACTIVITIES APPROVED THIS YEAR						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (USD) ³⁵	BUDGET (COP)	APPROVAL DATE
C3-00014-19	Municipal and departmental development plans in Montes de María	Mobilize resources for goods and services that strengthen land issues and rural development in territorial entities, through support in the formulation of Montes de María's development plans, particularly in the Activity's strategic components	Under implementation	173,324	571,971,200	January 10, 2020
C3-00009-19	Municipal and departmental development plans in Tolima	Mobilize resources for goods and services that strengthen land issues and rural development in territorial entities, through support in the	Under implementation	99,290 ³⁶	327,660,140	January 10, 2020

³⁵ Exchange rate: USD 1: COP 3,300.

³⁶ Q1 budget: 79,077

TABLE C-2. ACTIVITIES APPROVED THIS YEAR						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (USD) ³⁵	BUDGET (COP)	APPROVAL DATE
		formulation of Tolima's development plans, particularly in the Activity's strategic components				
C3-00007-19	Territorial development plans	Mobilize resources for goods and services that strengthen land issues and rural development in territorial entities, through support in the formulation of development plans, particularly in the Activity's strategic components	Under implementation	185,769	613,040,000	January 13, 2020
C1-00028-19	Ovejas Pilot second phase	Support the ANT in finalizing cases for Ovejas' POSPR, draw lessons learned for future mass formalization projects. Identify opportunities to link land use management to productive management	Under implementation	272,891 ³⁷	900,539,240	January 22, 2020
C1-00040-20	Design and implementation of the Land Information System -LIS-	Design, develop and implement a land information system to collect, validate and manage parcel sweep data	Under implementation	387,562	1,278,955,671	February 18, 2020
C1-00039-19	Support to the Land Policy Management Team	Support the GOC land policy, by designing and implementing a technical, operational and legal scheme	Under implementation	254,227	838,949,084	February 18, 2020
C2-00036-19	POT/EOT/PBOT	Ensure that guidelines included in plans reflect correct land use management plan projects	Under implementation	132,779 ³⁸	438,170,000	February 18, 2020

³⁷ Q1 budget: 190,947

³⁸ Q2 budget: 66,018

TABLE C-2. ACTIVITIES APPROVED THIS YEAR						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (USD) ³⁵	BUDGET (COP)	APPROVAL DATE
CI-00029-19	Update and implement POSPR in Ataco	Implement POSPR in Ataco through a parcel sweep methodology aimed at mass formalization and multipurpose cadaster	In negotiation with Consucol	2,407,237	7,943,880,940	April 6, 2020
CI-00031-19	Formulate POSPR in Carmen de Bolívar	Guarantee municipal planning and management to organize and promote access to rural lands and to legally secure rural property by formulating POSPR for Carmen de Bolívar	In negotiations with Ocampo Duque	253,640	837,012,261	April 6, 2020
CI-00054-20	Knowledge management to formulate and implement POSPR	Strengthen actors and subcontractors' technical capacities to implement parcel sweeps through a strategy using POSPR and multipurpose cadaster	Under implementation (0.3%)	275,072	907,738,893	April 6, 2020
C2-00041-20	Organize, digitalize, and index property files ORIP/SNR	Improve availability and delivery of registry information in the property files to guarantee that ORIPs respond to requests related to formalization, POSPR, restitution, and economic development in a timely manner	Contractual process	1,285,962	4,243,674,766	April 6, 2020
C2-00037-19	MLOs in Chaparral, Planadas, and Ataco (Tolima)	Propel land management and formalization of urban plots in local governments by creating and strengthening MLOs	Under implementation	191,572 ³⁹	632,187,800	April 6, 2020
C2-00038-19	MLOs in El Carmen, San Jacinto, and Ovejas (Montes de María)	Propel land management and formalization of urban plots in local governments by creating and strengthening MLOs	Under implementation	121,083 ⁴⁰	399,557,000	April 6, 2020
CI-00043-20	Private sector participation in land formalization	Ensure private sector participation in formalization projects by designing a participation model and an operative guide to co-finance and co-facilitate including incentives for the private sector	Under implementation (156% - currently being modified)	505,402 ⁴¹	1,667,828,184	April 30, 2020
CI-00032-19	Update and implement POSPR in San Jacinto (Bolívar)	Implement POSPR in San Jacinto through a parcel sweep methodology aimed at mass formalization and multipurpose cadaster	Contractual process	2,314,951	7,639,337,788	June 18, 2020

³⁹ Q2 budget: 184,581

⁴⁰ Q2 budget: 114,512

⁴¹ Q2 budget: 122,860

TABLE C-2. ACTIVITIES APPROVED THIS YEAR						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (USD) ³⁵	BUDGET (COP)	APPROVAL DATE
C1-00046-20	Formulate POSPR in Tumaco	Guarantee municipal planning and management to organize and promote access to rural lands and to legally secure rural property by formulating POSPR	In negotiation with Suyo	503,141	1,660,366,443	June 18, 2020
C1-00047-20	Update and implement POSPR in Cáceres	Implement POSPR in Cáceres through a parcel sweep methodology aimed at mass formalization and multipurpose cadaster	In negotiation with Suyo	3,244,127	10,705,620,440	June 18, 2020
C3-00033-20	PPP – coffee Tolima	Mobilize public and private sector funding to strengthen Tolima's coffee value chain competitiveness and sustainability, coordinating beneficiaries of formalization processes in Chaparral, Ataco, Planadas, Rioblanco, Ortega and San Antonio	Contractual process	225,822	745,211,858	July 6, 2020
C3-00035-19	PPP – cacao Tolima	Mobilize public and private sector funding to strengthen Tolima's cacao value chain competitiveness and sustainability, coordinating beneficiaries of formalization processes in Chaparral, Ataco, Coyaima, Planadas, Rioblanco, Ortega and San Antonio	Contractual process	212,092	699,905,680	July 6, 2020
C3-00034-20	PPP – yam Montes de María	Mobilize public and private sector funding to strengthen Montes de María yam value chain competitiveness and sustainability, coordinating beneficiaries of formalization processes in El Carmen de Bolívar, San Jacinto, San Juan de Nepomuceno, María la Baja, Zambrano and El Guamo (Bolívar), Ovejas, Palmitos, Toluviejo, San Onofre, Chalán, Colosó and Morroa (Sucre)	Contractual process	167,232	551,864,320	July 6, 2020
C2-00045-20	MLO Sardinata – Norte de Santander	Propel land management and formalization of urban plots in local governments by creating and strengthening MLOs	Under implementation	123,961	409,070,000	July 15, 2020
C2-00044-20	MLO Tumaco - Nariño	Propel land management and formalization of urban plots in local governments by creating and strengthening MLOs	Under implementation	104,890	346,136,400	July 15, 2020
C2-00057-20	MLO Cáceres – Bajo Cauca	Propel land management and formalization of urban plots in local	Under implementation	174,838	576,965,600	July 15, 2020

TABLE C-2. ACTIVITIES APPROVED THIS YEAR						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (USD) ³⁵	BUDGET (COP)	APPROVAL DATE
		governments by creating and strengthening MLOs				
C2-00058-20	MLO Fuentedeoro - Meta	Propel land management and formalization of urban plots in local governments by creating and strengthening MLOs	Under implementation	151,111	498,666,400	July 15, 2020
C3-00049-20	Strengthening local management capacity Tolima	Strengthen functional capacities in local and regional governments to mobilize resources aimed at providing goods and services in land governance and economic development for the Tolima region	Contractual process	93,364	308,099,600	August 18,2020
C3-00042-20	Strengthening local management capacity Montes de María	Strengthen functional capacities in local and regional governments to mobilize resources aimed at providing goods and services in land governance and economic development for the Montes de María region	Contractual process	132,881	438,506,800	August 18,2020
C3-00048-20	Strengthening local management capacity Tumaco	Strengthen functional capacities in local and regional governments to mobilize resources aimed at providing goods and services in land governance and economic development for Tumaco	Contractual process	113,122	373,301,400	August 18,2020
C1-00051-20	Formulate POSPR Fuentedeoro	Formulate POSPR in Fuentedeoro through a parcel sweep methodology aimed at mass formalization and multipurpose cadaster	Contractual process	145,003	478,509,796	August 18,2020
C2-00064-20	Strengthening ORIP	Strengthen the ORIP in technological, administrative, operational and personnel aspects in 5 ORIP, to guarantee the effectiveness and efficiency in the provision of registry services in the different stages of the massive formalization processes	Contractual process	1,026,909	3,388,798,600	August 18,2020
ALL-00061-20	Strategies in citizen security, illicit crops and training with FIP	Develop methodologies, strategies and territorial analysis associated with dynamics of the armed conflict, presence of illicit crops and existing social conflicts in prioritized regions, to generate intervention routes that allow the program's objectives to be successfully achieved, without generating damage to	Under implementation	1,404,391	4,634,490,289	August 18,2020

TABLE C-2. ACTIVITIES APPROVED THIS YEAR						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (USD) ³⁵	BUDGET (COP)	APPROVAL DATE
		the beneficiary communities and risk situations for the personnel linked to it.				
C1-00060-20	Proposal to reform legal restrictions on land titling	Propose recommendations for adjustment, improvement or regulatory reform to legal restrictions on land titling in areas with non-renewable natural resources.	Contractual process Ocampo Duque	237,938	785,195,000	September 17, 2020
C3-00062-20	PPP Bajo Cauca	Mobilize resources from the public and private sectors to strengthen the competitiveness and sustainability of a productive line through the creation of a PPP in Bajo Cauca and South Córdoba, guaranteeing environmental sustainability, the inclusion of women, youth, ethnic minorities and beneficiaries of the property formalization processes.	Contractual process	145,056	478,684,000	September 17, 2020
C2-00055-20	Local information systems – territorial entities	Strengthen the territorial entities of the land sector through the implementation of information systems that facilitate their management and the effective application of their missionary processes to mainly favor people affected by the conflict who benefit from formalization projects, cadastral updating, restitution and economic development	Contractual process	120,352	397,160,000	September 24, 2020

At the end of the Fiscal Year, one activity was pending USAID approval:

TABLE C-3. ACTIVITIES PENDING USAID APPROVAL					
NUMBER	NAME	DESCRIPTION	TIME	BUDGET (USD) ⁴²	BUDGET (COP)
ALL-00059-20	Perception of land tenure security - Prindex	Measure the perception of land tenure security in beneficiary households of land formalization projects supported by the Our Prosperous Land Program, to determine how public policies designed and implemented for the Social Organization of Property improve tenure security from the earth.	51 weeks	182,350	601,755,000

Thirty-four activities were approved and pending, 79% of those planned for the year.

⁴² Exchange rate: USD 1: COP 3,300.

ANNEX D: ENVIRONMENTAL APPROVALS

TABLE D-I. ENVIRONMENTAL APPROVALS					
SUB-ACTIVITY CODE IN MONITOR	SUB-ACTIVITY CODE IN MISSION	NAME OF SUB-ACTIVITY	DATE OF REGISTER IN MONITOR	APPROVAL DATE BY MEO	ENVIRONMENTAL PROCEDURE
DO3-LFP-91276	C3-00007-19	Territorial development plans	10/01/2020	21/01/2020	Categorical exclusion
DO3-LFP-91277	C3-00009-19	Tolima departmental and municipal development plans	10/01/2020	21/01/2020	Categorical exclusion
DO3-LFP-91278	C3-00014-19	Montes de María departmental and municipal development plans	10/01/2020	21/01/2020	Categorical exclusion
DO3-LFP-91279	C1-00028-19	Ovejas pilot second phase	10/01/2020	21/01/2020	Positive determination – environmental review
DO3-LFP-91280	C1-00029-19	Ataco massive formalization	10/01/2020	21/01/2020	Positive determination – environmental review
DO3-LFP-91354	C2-00036-19	Pot / Eot / Pbot analysis (Ataco, Chaparral, San Jacinto, El Carmen, Cáceres, Tumaco, Sardinata)	11/02/2020	25/02/2020	Categorical exclusion
DO3-LFP-91355	C1-00039-19	Supporting the management of the land policy	11/02/2020	25/02/2020	Categorical exclusion
DO3-LFP-91357	C1-00040-20	Design and implement the LIS	27/02/2020	02/03/2020	Categorical exclusion
DO3-LFP-91402	C1-00043-20	Participation of the private sector in the land formalization	16/03/2020	24/03/2020	Categorical exclusion
DO3-LFP-91403	C1-00054-20	Knowledge management for POSPR Formulation and implementation	16/03/2020	24/03/2020	Categorical exclusion
DO3-LFP-91422	C2-00041-20	Organizing, digitalizing and indexing real estate registrations files in ORIP/SNR	26/03/2020	01/04/2020	Categorical exclusion
DO3-LFP-91399	C2-00037-19	Land municipal offices of Chaparral, Planadas and Ataco, Tolima	01/04/2020	06/04/2020	Categorical exclusion
DO3-LFP-91401	C2-00038-19	Land municipal offices of El Carmen, San Jacinto and Ovejas in Los Montes de María	01/04/2020	06/04/2020	Categorical exclusion
DO3-LFP-101451	C1-00032-19	Updating and implementing The POSPR of the municipality of San Jacinto, Bolívar	11/05/2020	12/05/2020	Positive determination – environmental review
DO3-LFP-101453	C1-00047-20	Updating and implementing the POSPR of the	11/05/2020	12/05/2020	Positive determination – environmental review

TABLE D-I. ENVIRONMENTAL APPROVALS					
SUB-ACTIVITY CODE IN MONITOR	SUB-ACTIVITY CODE IN MISSION	NAME OF SUB-ACTIVITY	DATE OF REGISTER IN MONITOR	APPROVAL DATE BY MEO	ENVIRONMENTAL PROCEDURE
		municipality of Cáceres			
DO3-LFP-101452	C1-00046-20	To build the participatory rural land use management plan-POSPR in the municipality of Tumaco	29/05/2020	02/06/2020	Positive determination – environmental review
DO3-LFP-91406	C1-00031-19	To build the participatory rural land use management plan-POSPR in the municipality of El Carmen de Bolívar	05/06/2020	05/06/2020	Positive determination – environmental review
DO3-LFP-101480	C3-00034-19	Yam public-private partnership in Montes de María	23/06/2020	01/07/2020	Environmental review
DO3-LFP-101481	C3-00035-19	Cacao public-private partnership in Tolima	26/06/2020	01/07/2020	Categorical exclusion
DO3-LFP-101526	C2-00044-20	Municipal land office of Tumaco	15/07/2020	16/07/2020	Categorical exclusion
DO3-LFP-101527	C2-00045-20	Land municipal offices of Sardinata - Norte De Santander	15/07/2020	16/07/2020	Categorical exclusion
DO3-LFP-101529	C2-00057-20	Land municipal office of Cáceres	15/07/2020	16/07/2020	Categorical exclusion
DO3-LFP-101530	C2-00058-20	Land municipal office of Fuentedeoro - Meta	15/07/2020	16/07/2020	Categorical exclusion
DO3-LFP-101532	ALL-00061-20	Strategies in citizen security, illicit crops, and training with the FIP	15/07/2020	16/07/2020	Categorical exclusion
DO3-LFP-101543	C3-00049-20	Strengthening of local management capacity - Tolima	18/08/2020	25/08/2020	Categorical exclusion
DO3-LFP-101616	C3-00048-20	Strengthening local management capacity- Tumaco	18/08/2020	25/08/2020	Categorical exclusion
DO3-LFP-101620	C1-00051-20	Participatory rural land use management plan - municipality of Fuentedeoro	19/08/2020	25/08/2020	Positive determination – environmental review
DO3-LFP-101621	C2-00064-20	Strengthening registration offices for public records	20/08/2020	25/08/2020	Categorical exclusion
DO3-LFP-101542	C3-00042-20	Strengthening of local management capacity - Montes De María	26/08/2020	01/09/2020	Categorical exclusion
DO3-LFP-101789	C3-00062-20	Bajo Cauca public-private partnership (PPP)	03/09/2020	21/09/2020	Categorical exclusion
DO3-LFP-101908	C2-00055-20	Local information systems - Territorial entities	20/09/2020	22/09/2020	Categorical exclusion

TABLE D-I. ENVIRONMENTAL APPROVALS					
SUB-ACTIVITY CODE IN MONITOR	SUB-ACTIVITY CODE IN MISSION	NAME OF SUB-ACTIVITY	DATE OF REGISTER IN MONITOR	APPROVAL DATE BY MEO	ENVIRONMENTAL PROCEDURE
DO3-LFP-101909	LL-00059-20	Perception of security about land tenure - Prindex	20/09/2020	22/09/2020	Categorical exclusion
DO3-LFP-101479	C3-00033-19	Cafe public-private partnership in Tolima		Pending Approval	Environmental review
DO3-LFP-101788	C1-00060-20	Proposal to reform legal restrictions on land titling	03/09/2020	Pending Approval	Categorical exclusion

ANNEX E: COVID-19

As the outbreak of the COVID-19 virus has affected operations under the Activity and may continue to have significant implications, Tetra Tech has opted to include a brief update on the status of the infection in Colombia and its effects on programming and operations. Classified as a pandemic on March 11, 2020, the virus has evolved into a public health crisis that has expanded worldwide.

By September 30, the end of the reporting period, there were over 835,339 cases in Colombia. National and international travel is prohibited, and the country has closed land and sea borders, except for humanitarian flights. Non-essential travel remains banned, and different cities, departments, and municipalities have rules on how people can leave their homes (gender-based systems, ID number-based systems, etc.).

While conditions still do not permit the Activity to open its offices, the team has developed a plan for reopening offices safely as the situation gradually improves. A summary of this plan is detailed below:

GENERAL ADMINISTRATIVE CONTROLS

- Promote frequent and thorough handwashing, including the provision of soap and water and hand towels that contain at least 60% alcohol.
- Encourage workers to stay home if they are sick.
- Encourage good hygiene habits, including covering your mouth when coughing and sneezing.
- Implement flexible days and entry and exit shifts throughout the day, to avoid clusters of workers at the entrance, in the work centers, and in means of mass transportation.
- Encourage working from home to reduce the number of people in the facilities.
- Require all employees to wear masks while in the facilities, encourage them to use masks outside of the workplace.
- Discourage workers to use the telephones, desks, offices, or other tools and work equipment of their co-workers.
- Maintain regular maintenance cleaning practices, including routine cleaning and disinfection of surfaces, equipment, and other elements of the work environment.
- Strengthen the training program in relation to COVID-19.
- Comply with the safe work practices established by the company.
- Provide glycerinated alcohol, at least 60% and disinfection products recommended by health authorities to all areas where there are personnel.
- Tetra Tech will have closed bins for the final process of biosafety elements used by the staff that are single-use or disposable.
- The company will have cloths and disinfectant gel that allow cleaning the contact areas (e.g., microwave, refrigerator) or entrust a single person to handle them.
- Access to the offices continues with the use of the entrance card, it must be disinfected and cleaned before and after using it.
- The fingerprint entry control systems have been suspended.

ANNEX F: ACTIVITY BRIEF



USAID
FROM THE AMERICAN PEOPLE



@USAID_Colombia

facebook.com/USAIDColombia



May 2020

LAND FOR PROSPERITY

Unclear land tenure and property rights paired with insufficient or nonexistent basic services have hindered agricultural and economic development in Colombia's rural areas for decades. The lack of formal land rights inhibits economic growth, fuels illicit economies and activities, creates violence and social tension, and sets the stage for land appropriation. Women, ethnic communities, and youth in rural areas are especially vulnerable to these risks.

The United States Agency for International Development (USAID), through its Land for Prosperity Activity, supports the Government of Colombia (GOC) in improving the conditions of rural households to achieve licit economic development through land tenure strengthening by:



Providing massive access to land titles while supporting land restitution



Strengthening local government capacity for land administration



Integrating citizens to licit socioeconomic opportunities in targeted areas

With a special focus on empowering women, ethnic minorities, youth and other vulnerable groups, Land for Prosperity Activity unlocks the potential of rural citizens across the conflict-affected regions of Southern Tolima, Montes de Maria, Meta, Catatumbo, Tumaco, Northern Cauca, and Bajo Cauca. The program will test a strategy to strengthen sustainability of reduction of illicit crops through titling rural parcels; focus on environmental and citizen security issues; and provide the GOC with inputs and ideas that have been tried and tested in the field, in order to update public policy based on evidence gathered during implementation.

IMPROVING LIVELIHOODS FOR THE FUTURE

MASSIVE TITLING, MULTIPURPOSE CADASTER, AND LAND RESTITUTION

Clear land tenure and secured property rights in rural areas are vital for rural transformation and development. These territories will only become peaceful, licit economies when the cadaster is updated, and

Photo: When women in Montes de Maria and other conflict-affected regions can exercise their right to land, they strengthen their role in families and communities and improve their livelihoods

when communities are able to secure formalized land rights, productive assets, and access to the services needed to sustain licit livelihoods.

Building on previous support provided to land policies in Colombia, USAID works with governments, communities, academia, and the private sector, among others, to strengthen their capacity to transition towards a massive-formalization model that provides clear property rights and fosters licit livelihoods and economic opportunities. Simultaneously, USAID supports ongoing land restitution processes that are part of this massive effort.

STRENGTHENING LOCAL CAPACITY TO MAINTAIN TRANSACTIONS OF LAND FORMAL AND CLEAR

Making massive land formalization sustainable depends on the GOC and the capacity of local authorities and stakeholders to maintain ongoing formalized land market transactions. Modern, formal land markets depend on transparent and clear property rights, as well as on digitized land information that streamlines land management and governance. Building upon previous achievements in creating the Nodo de Tierras (Land Node), a technological national platform, and Municipal Land Offices within local governments, USAID designs and pilots the tools used to maintain clear land tenure and property rights. It also encourages a culture of formality in land administration, effectively and actively led by local actors and communities. Furthermore, USAID cooperates with national, departmental, and municipal institutions and governments to carefully consider local needs and capacity for establishing or updating sustainable local land information systems that make land administration and processes easier.



Small coffee farmers benefit from land titling as they embrace licit livelihoods while improving their income.

STRENGTHENING LAND GOVERNANCE AND ECONOMIC DEVELOPMENT THROUGH STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS

Providing the necessary social and economic conditions along with clear land tenure and property rights is a strategic approach to sustainable shift rural areas into licit economies and mitigate the risk of the expansion of illegal activities into new territories. USAID works to strengthen the capacity of regional governments to mobilize funds in public goods and services through strategic alliances in target territories. These alliances increase competitiveness in value chains and generate business models for rural citizens who are titling their properties and securing land tenure through local and national massive formalization efforts, thus improving income-generating opportunities.

KEY ACCOMPLISHMENTS

- Massive formalization efforts carried out to deliver 491 titles in Ovejas, Sucre.
- Knowledge transfer workshops facilitated between Municipal Land Offices to share their experiences, lessons learned and best practices for reducing inefficiency and improving land services.
- 26 Municipal Development Plans and 3 Departmental Plans supported to include at least one goal, indicator or activity associated with the titling and reorganization of urban fiscal assets.
- \$19.6 million dollars slated for investment in territorial development plans for 36 territorial entities.
- IT tools used to contribute to the availability and interoperability of registration data to support future collaboration with the Land Administration System (SAT).
- Formulation of the POSPR in El Carmen de Bolívar and Fuentedeoro, and parcel sweep in Ataco started.
- Support to meetings between actors to agree on how to build the coffee, cacao, and yam PPPs.

ANNEX G: SUCCESS STORY



Land for Prosperity

BUILDING THE COMMUNITY FROM THE LAND

USAID promotes land titling and land administration to help resolve the social conflicts facing the population of Caceres



The town of Caceres was already living in a sort of lockdown long before the coronavirus became an international health crisis. Just a year ago, a self-imposed curfew had curtailed business hours and streets were empty for most of the day and night. Territorial disputes, heedless violence, and constant threats have kept Caceres' inhabitants always on the verge of abandoning their homes.

Official figures claim there are 30,000 people living in this historic town, founded over 500 years ago on the banks of the Cauca river in Antioquia, but over the last two years, thousands of those people have left the municipality, unable to face another day of uncertainty. And although these conditions would be ideal for containing a highly contagious virus, they do little to promote rural development, reduce crime, and improve the quality of life.

In addition to being one of three municipalities prioritized by high-level dialog between the U.S. and Colombian governments, Caceres is also a PDET municipality within the Bajo Cauca region. Thus, it is the target of coordinated investments from donors and government entities.

In today's Caceres, land administration is nearly non-existent. Nearly 80% of the municipality's 11,000 parcels are informally owned, and unregulated gold mining has become the municipality's principal lure for crime syndicates. Also, illicit crops still cover about 1,100 hectares in the municipality. As threats continue to affect rural farmers, formal documentation of land ownership is more important than ever.

EMPHASIZING LAND

In late 2019, the USAID-funded Land for Prosperity Activity began operating in the municipality and offering innovative actions that can increase land security, prevent displacement, and create an environment for sustainable rural development. The mayor of Cáceres accepted the challenge and quickly mobilized a team to help create Cáceres' first Municipal Land Office (MLO). Here, a localized team of experts works directly with judges and the National Land Agency (ANT) to formalize public properties and urban properties. The MLO provides valuable information to citizens, promotes a culture of formal land transactions, and is essential in strengthening the coordination between national and rural leaders.

"Formalization is a way to stimulate the economy, generate a culture of peace and legality, and allow communities to put down roots," Mayor Juan Carlos Rodríguez said. "Land formalization guarantees legal security and makes it easier for farmers to access credits, subsidies, and government programs to finance their agriculture projects."

Building on the Mayor's motivation, in 2020, USAID facilitated a partnership

aimed at increasing resources to formalize urban and rural plots and create incentives for illicit crop substitution. Through a memorandum of understanding, the ANT, Proantioquia, Antioquia's regional government, the municipality, and USAID agreed to increase local and national coordination and enhance the private sector's role in rural development. With a broad spectrum of partners, farmers who substitute coca for new crops like cocoa, rubber, or ranching, will have the opportunity to use land titles to access financial services and investment capital.

The memorandum will allow the government to test the concept of using land titles as an incentive for illicit crop substitution while strategic private public partnerships mobilize resources for new, licit economic opportunities. In addition, with USAID's support, the ANT will work with the regional and municipal government leaders to formalize parcels where public entities operate, such as schools, health centers, and parks. Property titles for public lands allow local governments to pull down national-level resources to improve public services like education and health.



“By partnering with USAID, our municipality can strengthen land governance, increase resources mobilization, and make larger investments in the communities,”
- Juan Carlos Rodríguez, Mayor of Cáceres

“When Mayors know how many properties there are, how many people live there, and what projects they can implement, they can plan for the development of their municipalities and improve their citizens' quality of life,” explained Myriam Martínez, the director of the ANT.

The first step of the Cáceres MLO is to perform a municipal-wide diagnostic study of the municipality's parcels, including the location of public properties which are untitled, and what services are being provided on each parcel.

Since 2015, USAID has established 20+ Municipal Land Offices in Colombia.

 @USAID_Colombia

 facebook.com/USAIDColombia

August 2020

ANNEX H: MEDIA HIGHLIGHTS

COVERS SEPTEMBER 2019-SEPTEMBER 2020

- “Nuevos avances de Catatumbo Sostenible,” *La Opinión*, October 16, 2019, <https://www.laopinion.com.co/region/nuevos-avances-de-catatumbo-sostenible-185456>
- “El de tierra, el panel más polémico de la Cumbre Colombia Rural,” *Semana Rural*, October 30, 2019, <https://semanarural.com/web/articulo/debate-de-acceso-a-la-tierra-en-colombia-en-la-cumbre-colombia-rural/1210>
- *Agencia Nacional de Tierras*, Twitter, November 12, 2019, <https://twitter.com/AgenciaTierras/status/1194385027833839616?s=20>
- “Primer encuentro de alcaldes electos de municipios del Catatumbo,” *La Opinión*, November 20, 2019, <https://www.laopinion.com.co/region/primer-encuentro-de-alcaldes-electos-de-municipios-del-catatumbo-187402#OP>
- “Gobierno de Colombia y USAID adelantan proceso de formalización de tierras en el campo,” *RCN Radio*, December 16, 2019, <https://www.rcnradio.com/colombia/gobierno-de-colombia-y-usaid-adelantan-proceso-de-formalizacion-de-tierras-en-el-campo>
- *Unidad de Restitución de Tierras*, Twitter, December 3, 2019, <https://twitter.com/URestitucion/status/1201851743048482820?s=20>
- “Estados Unidos apoya programa “Nuestra Tierra Próspera””, United States Embassy in Colombia, January 31, 2020, <https://co.usembassy.gov/es/estados-unidos-apoya-programa-nuestra-tierra-prospera/>
- “Estados Unidos apoya programa “Nuestra Tierra Próspera””, Reporteros Asociados del Mundo, January 31, 2020 <https://www.reporterosasociados.com.co/2020/02/estados-unidos-apoya-programa-nuestra-tierra-prospera/>
- “USAID realizará barrido predial y catastral para formalizar predios en San Jacinto”, *El Universal*, January 31, 2020, <https://www.eluniversal.com.co/regional/bolivar/usaid-realizara-barrido-predial-y-catastral-para-formalizar-predios-en-san-jacinto-ID2317648>
- “Estados Unidos anuncia apoyo a proceso de restitución de tierras en Colombia”, *RCN Radio*, February 1, <https://www.rcnradio.com/colombia/estados-unidos-anuncia-apoyo-proceso-de-restitucion-de-tierras-en-colombia>
- “Restitución de tierras en Colombia recibe apoyo de EE.UU”, *La FM*, February 1, 2020, <https://www.lafm.com.co/colombia/restitucion-de-tierras-en-colombia-recibe-apoyo-de-eeuu>
- “Estados Unidos apoya programa “Nuestra Tierra Próspera””, *Noticias Súper*, February 1, 2020, <https://noticiassuper.com/blog/2020/02/01/estados-unidos-apoya-programa-nuestra-tierra-prospera/>
- “Estados Unidos anuncia apoyo a proceso de restitución de tierras en Colombia”, *Eje 21*, February 1, 2020, <https://www.eje21.com.co/2020/02/estados-unidos-anuncia-apoyo-a-proceso-de-restitucion-de-tierras-en-colombia/>
- “USAID liderará barrido predial y catastral en San Jacinto, Bolívar”, *Caracol Radio*, February 3, 2020, https://caracol.com.co/emisora/2020/02/03/cartagena/1580754283_818680.html
- “El Tolima le apuesta a la titulación de predios rurales”, *Ambeima Estéreo*, February 26, 2020, <https://ambeimafm.com/el-tolima-le-apuesta-a-la-titulacion-de-predios-rurales/>
- “USAID implementará programa de apoyo a familias rurales en el sur del Tolima”, *El Nuevo Día*, February 27, 2020, <http://www.elnuevodia.com.co/nuevodia/index.php/actualidad/politica/445808-usaid-implementara-programa-de-apoyo-familias-rurales-en-el-sur-del>
- Proantioquia, March 3, 2020, <https://twitter.com/Proantioquia1/status/1234880719077478400>
- *Agencia Nacional de Tierras*, March 3, 2020, <https://twitter.com/AgenciaTierras/status/1234982878552842240>
- *Agencia Nacional de Tierras*, March 3, 2020, <https://twitter.com/AgenciaTierras/status/1234982847041036288>

- “Mineros del Bajo Cauca piden que el Gobierno agilice su formalización,” El Espectador April 14, 2020, <https://www.elespectador.com/noticias/nacional/mineros-del-bajo-cauca-piden-que-el-gobierno-agilice-su-formalizacion-articulo-914618/>
- “En medio del aislamiento, el PDET en el Catatumbo no se detiene,” La Opinión, April 28, 2020, <https://www.laopinion.com.co/region/en-medio-del-aislamiento-el-pdet-en-el-catatumbo-no-se-detiene-195315#OP>
- “Gobierno anunció entrega de 4 mil títulos de tierras para campesinos,” El Tiempo, May 1, 2020, <https://www.eltiempo.com/politica/gobierno/mas-de-4-mil-familias-se-beneficiaran-con-la-entrega-de-titulos-494566>
- Agencia Nacional de Tierras, Twitter, June 4, 2020 <https://twitter.com/agenciatierrez/status/1268522828523024384>
- “Con la legalización de la propiedad rural se han beneficiado 18.220 familias campesinas,” AgroNegocios, June 7, 2020, <https://www.agronegocios.co/agricultura/con-la-legalizacion-de-la-propiedad-rural-se-han-beneficiado-18220-familias-campesinas-3015663>
- “Más de 17 mil títulos de propiedad ha entregado el Gobierno Nacional a familias rurales,” Diario del Sur, June 7, 2020, <https://diariodelsur.com.co/noticias/nacional/mas-de-17-mil-titulos-de-propiedad-ha-entregado-el-gobierno-608371>
- “Listo acceso a tierras y formalización de la propiedad para familias cafeteras en zonas PDET,” Diario del Huila, June 17, 2020, <https://diariodelhuila.com/listo-acceso-a-tierras-y-formalizacion-de-la-propiedad-para-familias-cafeteras-en-zonas-pdet>
- “4.000 nuevos propietarios rurales,” Canal Institucional – Especial de televisión, July 3, 2020.



- USAID/Colombia, July 8, 2020, https://twitter.com/USAID_Colombia/status/1280876474170519552
- Alejandra Botero Barco, July 8, 2020, <https://twitter.com/aleboterob/status/1281088562205777922>
- Alejandra Botero Barco, July 8, 2020, <https://twitter.com/aleboterob/status/1281089012380336129>
- Consejería para la Gestión y el Cumplimiento, July 8, 2020, <https://twitter.com/ConsejeriaGC/status/1280886631604662272>
- US Embassy Bogotá, July 9, 2020, <https://twitter.com/USEmbassyBogota/status/1281257605806129157>
- Radio Nacional Nariño, July 13, 2020, <https://twitter.com/RadNalNarino/status/1282748881105596416>
- “¿De quién es la tierra? Retos por resolver con catastro multipropósito en Colombia”, RCN Radio, July 17, 2020, <https://www.rcnradio.com/colombia/de-quien-es-la-tierra-retos-por-resolver-con-catastro-multiproposito-en-colombia>
- “Campesinos serán considerados para el regreso del glifosato: justicia les dio la razón”, El Espectador, July 22, 2020, <https://www.elespectador.com/noticias/judicial/asi-va-el-pulso-por-retomar-la-aspersion-aerea-en-el-pais/>
- “Nuevo compromiso por el futuro de Colombia”, El Informador, August 7, 2020, <https://www.elinformador.com.co/index.php/general/346-informe-especial/aniversario-el-informador/237857-nuevo-compromiso-por-el-futuro-de-colombia>

- Agencia Nacional de Tierras, August 26, 2020, <https://twitter.com/ConsejeriaGC/status/1309148621032620034>
- USAID/Colombia, Twitter, August 28, 2020, https://twitter.com/USAID_Colombia/status/1299367122804584451
- USAID/Colombia, Twitter, August 31, 2020, https://twitter.com/USAID_Colombia/status/1300486085609492482
- “El cambio catastral que queremos”, Noticias RCN, September 19, 2020, <https://noticias.canalrcn.com/opinion/el-cambio-catastral-que-queremos-por-olga-lucia-lopez-363038>
- Noticias RCN, September 20, 2020, <https://twitter.com/NoticiasRCN/status/1307816813271474176>
- “El Gobierno presentó balance del desarrollo rural en el país”, Semana Rural, September 24, 2020, <https://semanarural.com/web/articulo/el-gobierno-presento-balance-del-desarrollo-rural-en-el-pais/1599>
- Consejería para la Gestión y el Cumplimiento, September 24, 2020, <https://twitter.com/ConsejeriaGC/status/1309159595856859144>
- Consejería para la Gestión y el Cumplimiento, September 24, 2020, <https://twitter.com/ConsejeriaGC/status/1309144634552090626>
- Alejandra Botero Barco, September 24, 2020, <https://twitter.com/aleboterob/status/1309147271511060481>
- Consejería para la Estabilización, September 25, 2020, <https://twitter.com/PosconflictoCO/status/1309514245004877826>
- Agencia de Renovación del Territorio, Twitter, September 25, 2020, <https://twitter.com/RenovacionCo/status/1309618453586870284>
- Alejandra Botero Barco, September 26, 2020, <https://twitter.com/aleboterob/status/1309999147534163972>
- “Así va la implementación del acuerdo de paz en su componente agrario”, Radio Nacional de Colombia, September 26, 2020, <https://www.radionacional.co/noticia/actualidad/implementacion-acuerdo-paz-punto-agrario>
- “Así va la implementación del componente agrario del acuerdo de paz”, Vanguardia, September 26, 2020, <https://www.vanguardia.com/colombia/asi-va-la-implementacion-del-componente-agrario-del-acuerdo-de-paz-A12930130>
- “Habitantes de Saravena, Arauca, recibirán títulos legales de propiedad de sus hogares”, Asuntos Legales, September 28, 2020, <https://www.asuntoslegales.com.co/actualidad/habitantes-de-saravena-arauca-recibiran-titulos-legales-de-propiedad-de-sus-hogares-3066381>
- Agencia Nacional de Tierras, September 28, 2020, <https://twitter.com/ConsejeriaGC/status/1309148621032620034>

ANNEX I: ACTIVITY STAFF

Staffing. During the reporting period, the Activity continued its recruitment process, reaching 88 full-time employees in Bogotá and all Activity target regions (46 in Bogotá, 7 in Bajo Cauca, 6 in Catatumbo, 7 in Meta, 6 in Montes de María, 7 in Tolima, 6 in Norte Cauca, and 5 in Tumaco). An additional 19 candidates were selected for posts in Bogotá and regional offices and are pending an entry date. 10 positions remain in the recruitment process. Short-term technical assistance professional have also been hired: 38 people participated in the implementation of eight activities, while an additional 17 are in the recruitment process for 10 activities.

The Activity expects to bring on at least 34 new staff members by the end of next quarter (see Table I-1 below).

TABLE I-1. PROJECTED PERSONNEL FOR Q1					
OFFICE	ACTIVE	PENDING HIRES	IN PROCESS	CANDIDATE SELECTED	TOTAL PROJECTED HIRES (BY Q1)
Bogotá	46	4	4	5	59
Tolima	7	0	0	1	8
Montes de María	6	0	1	1	8
Meta	6	0	1	1	8
Catatumbo	6	1	1	2	10
B. Cauca	6	0	1	3	10
N. Cauca	6	1	0	2	9
Tumaco	5	0	1	4	10
Total	88	6	10	19	122